



Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) – 201306

**POST GRADUATE DIPLOMA IN MANAGEMENT (2017-19)**  
**MID TERM EXAMINATIONS (TERM -III)**

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Subject Name: **Human Resource Management**

Time: **01.30 hrs**

Sub. Code : **PG-17**

Max Marks: **20**

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**Note: 1. Writing anything except Roll Number on question paper will be deemed as an act of indulging in unfair means and action shall be taken as per rules.**

**2. All questions are compulsory in Section A, B & C. Section A carries 2 Case Study of 4 marks each. Section B carries 3 questions of 2 marks each and Section C carries 2 questions of 3 marks each.**

**Section - A**

1. Read the case and answer the questions below:

**(4+4= 8)**

Google's HRM: A Look at the Tech Giant's Strategy, Policies and Practices.

Human capital and its management have become more important than ever in the 21st century. However, few do it as well as Google. Google has proved that it relies upon innovation in every aspect of its business, even HRM. It has established an employee centered culture at whose core is employee empowerment. The HR function is a strategic partner at Google and it has focused on benefiting the company's core operations by hiring and retaining only the best. Apart from Google's technological capabilities, innovative and efficient HR is the reason that it has acquired so much success and fame. It differs from all the others in terms of its focus on employees. When it comes to making its employees happy, Google believes in nothing less than the best. It favors ability over experience and hires only the smartest people. Several things are different about Google's HR approach. Most outstanding thing about the tech giant is its mix of salaries and perks that are meant to keep its employees more than motivated.

Google caters to a global audience and its diverse workforce reflects the same. In more than 40 countries around the world, it has opened more than 70 offices. It is headquartered at Mountain View California. The search engine giant provides a variety of internet and cloud based services meant for individual, professional and business use. Google has reached the position of the best with the help of a highly talented and motivated workforce that it has managed with great care.

Every individual employee is provided enough space to use his talent and perform at his best. The focus is also on the use of technology to drive performance. The focal point of its HR strategy is maximum care and assistance so that its employees can work with dedication. The perks Google provides its employees are talked of with awe across the industry.

The secret of Google's success is its innovative work culture. This culture drives commitment. Some key facts about its culture are as follows:

Committed employees driven by a passion for innovation

Efficient leadership that empowers and strives to create an environment of trust.

Recognition and incentive system that encourages performance and innovation.

Learning environment that ensures continuous learning and growth.

Google's success is because of its culture and work environment and its HR has played a major role in sustaining these things. This system is also supported by its organizational

design which is made to pursue innovation. Google's HR nurtures the creative and innovative company culture by formulating policies that hire and retain the best talent.

Recruitment is not the task of only the HR, but the entire organization is involved. Another key focus of Google's recruitment strategy is diversity. It has partnered several organizations to make its selection process a success and to bring a highly diverse workforce together. Diversity is not just an HR matter, instead something visible in all aspects of Google's business. Google itself notes, "There's no one kind of Googler, so we're always looking for people who can bring new perspectives and life experiences to our teams. If you're looking for a place that values your curiosity, passion, and desire to learn, if you're seeking colleagues who are big thinkers eager to take on fresh challenges as a team, then you're a future Googler".

Google has created an environment that is focused on inclusion. It makes sure that its employees' suggestions are valued. New products are first released internally and employee suggestions are invited as a part of product development process. The staff provides its feedback on the usability and other features of a product before its final release. The 20% project at Google allows the employees to devote 20% of their time to projects outside their general responsibility. Google has managed a smart HR policy aimed to retain its talent pool. Fairness and equity are evident in every aspect of its HRM.

The success and reputation Google has earned in a short period, is not based on just its technological calibre but on its HR innovation too. It is a successful company that knows how to value its human capital. Its facilities and perks are matchless. However, if the turnover rate is still high then there are bigger challenges before Google. First of all, Gen Y's loyalty is difficult to obtain. The world is not enough for this generation. Google might still have to innovate further to match this generation's expectation.

- i) Critically analyze the role of HR as a Strategic Business Partner at Google? How human capital is valued at Google (4)
- ii) Discuss the environmental challenges HR at Google faces. What are the ways in which it try to overcome these challenges? (4)

### **Section- B**

2. At many organizations, goals include improving people's performance by relying on knowledge workers, empowering employees, and assigning work to teams. How can HRM support these efforts? (2)
3. Why do organization outsource HRM functions? How does outsourcing affect the role of human resource professionals? Support your answer with suitable example (2)
4. Discuss and Differentiate between Job Requirement Job Analysis and Competency Based Job Analysis. (2)

### **Section-C**

5. How have globalization and cultural diversity contributed to the increased relevance of IHRM? What factors are considered while designing compensation for International Assignment? (3)
6. Describe the evolution of HRM in the Indian scenario. Distinguish between the personnel and HRM functions. (3)