**Human Resource Management**

**April 2024 Examination**

**1. Call centers often experience costly, high turnover. These centers, which handle everything from computer help desk functions to processing of mortgage applications, have been described as white-collar factories. Large numbers of employees work in cubicles, responding to phone calls all day, often from upset customers. Often they have quotas for the volume and types of calls they handle each day. It is more important to design these jobs to increase efficiency or motivation? As a manager, prepare a job description with necessary changes in the present condition. (10 marks)**

**Ans 1.**

**Introduction**

The challenge of high turnover in call centers is a critical issue that plagues the industry, resulting in significant operational costs and disruptions. These centers, often likened to white-collar factories, place employees in cubicles to handle a wide array of customer interactions, from technical support to financial services. The nature of this work—dealing with high call volumes, sometimes from disgruntled customers, under strict performance quotas—can lead to employee dissatisfaction and burnout. This context raises a pivotal question for managers: should the focus be on enhancing job efficiency or on boosting employee motivation? This dilemma underscores the need for a strategic approach in job

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**2. Marketing Manager of Cipla Pharmaceutical company identifies the performance deficiency in his medical representatives. Which training programme will you suggest for the medical representatives? Why? Explain meticulously. (10 marks)**

**Ans 2.**

**Introduction**

The pharmaceutical industry is a highly competitive and dynamic field where the performance of medical representatives (MRs) plays a pivotal role in the success of companies like Cipla Pharmaceutical. These representatives are the primary touchpoint between the company and the healthcare professionals, making their effectiveness crucial for promoting products, conveying value propositions, and ultimately driving sales. However, identifying a performance deficiency in MRs signals a critical need for intervention through tailored training programs. The selection of an appropriate training program is not just about addressing current gaps but also about empowering MRs for future challenges. This process

**3. Raw Mango is a reputed multinational company. It considers selection as an event in the total process of acquiring and developing managers. The company believes that the selection process must be consistent with other events in the total process for it to be effective. It has been one of the most favoured companies by the prospective candidates for managerial position. The selection process of the company can be broken into three steps: such as- Screening of application forms, preliminary interview, and final selection.**

**Screening of Applications Forms:**

**In the first step, the company usually receives a large number of applications for the positions advertised or through campus interview. Thereafter such applications are screened. The company believes that to select a candidate it will not be enough to see the application forms only, which may not be very reliable measure to select or reject the candidate. This calls for a brief preliminary interview to be held by company to get the best talents.**

**Preliminary interview:**

**Preliminary interview is conducted for about ten to twenty minutes usually by one manager. During this brief personal contract, some time is spent in discussing the nature of the job, the future career possibility of the applicant and the company’s policy in this regard.**

**Final Selection:**

**Final selection process is quite elaborate. This stage consists of two aspects-groups discussion and final interview. The board evaluates the candidates along the following factors: Style of self-introduction by the candidate, his general knowledge and knowledge of his subject, clarity of thought and logic, lucidity of expression, tolerance of others views, persuasiveness and leadership qualities.**

**After the group discussion, personal interview is conducted by the board. On the completion of the individual interviews, the board members held discussion among them and then arrive at a consensus.**

**a. Explain in detail the other steps involved in the process of selection along with the ones mentioned above. (5 Marks)**

**Ans 3a.**

**Introduction**

The selection process is a critical aspect of human resource management, especially for a multinational company like Raw Mango, known for its rigorous approach to identifying and nurturing managerial talent. This process is not just about filling vacancies but about finding individuals who align with the company's vision, culture, and long-term objectives. Raw Mango's selection procedure, comprising screening of application forms, preliminary

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**b. Discuss the barriers, which Raw Mango might face in the Selection. (5 Marks)**

**Ans 3b.**

**Introduction**

In the intricate process of talent acquisition, even a multinational company like Raw Mango, renowned for its methodical selection process, may encounter various barriers. These obstacles can hinder the company's ability to identify and secure the most suitable candidates for managerial roles, affecting the efficiency and effectiveness of the selection process. Understanding these barriers is crucial for Raw Mango to devise strategies to mitigate them,