

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

PGDM (G/SM/M)

SECOND TRIMESTER (Batch 2020-22)

END-TERM EXAMINATIONS, FEBRUARY 2021

Set-I

Course Name	Managing Human Resources (MHR)	Course Code	HR 201
Max. Time	2 hours	Max. Marks	40 MM

INSTRUCTIONS:

- All questions are mandatory and each question has equal marks.
- Answers should be precise with relevant examples

Q 1. Siemens is a 150-year-old German company, but it's not the company it was even a few years ago. Until recently, Siemens focused on producing electrical products. Today the firm has diversified into software, engineering, and services. It is also global, with more than 400,000 employees working in 190 countries. In other words, Siemens became a world leader by pursuing a corporate strategy that emphasized diversifying into high-tech products and services, and doing so on a global basis.

With a corporate strategy like that, human resource management plays a big role at Siemens. Sophisticated engineering and services require more focus on employee selection, training, and compensation than in the average firm, and globalization requires delivering these services globally.

Identify at least four of the strategically relevant HR policies and activities that Siemens must have instituted in order to help HR contribute to achieving Siemens' strategic goals. (10)

Q2. Purrfect Pets is a local pet supply store with a following of loyal customers who appreciate the personal service the store's employees provide. After a very profitable year, Purrfect Pets is expanding by opening two more stores. Before hiring employees for the new sales executives, the manager is considering the idea of conducting a job analysis. As a manager, explain, what all should include in Job Descriptions and Job Specifications. (10)

Q3. Mr. Ashwani recently started an e-commerce based startup. The startup has the vision to have market share in the Tier II city. At present there are 15 employees mostly in middle-level. Mr Ashwani is looking for hiring 10 management trainees in the vertical of sales and business development. Evaluate sources of recruitment and the selection process suitable for hiring management trainees in above scenerio. (10)

Case Study

Cola Magic Drinks is a manufacturer of its own-brand soft drinks which are sold in grocery stores and supermarkets across India, and the company also provides private-label products to the major supermarket chains. It is part of a larger organization which manufactures a wide range of products across the whole fast-moving consumer goods (FMCG) spectrum. Its main manufacturing base (which is also its head office) is located in East Delhi. At its main location, the company employs around 1,200 staff of whom 1,000 are factory-based production operatives, with a further 200 based in the head office, undertaking support activities including finance, marketing, sales product development, human resources and logistics.

The company recently appointed a new HR Director following the retirement of his predecessor who had been in post for approximately 20 years. The newly-appointed HR Director did not come from a traditional HR background, but rather from production management in one of Cola Magic's sister companies. Upon appointment, one of the first activities of the new HRD was to task the Head Office HR Manager with the responsibility of introducing an appraisal system for all employees in the Head Office. His brief—or rather his instruction—to the HR manager was to establish contact with the HR Director in one of Cola Magic's sister companies and simplify their existing appraisal process and introduce it within Cola Magic's Head Office. “We don't want anything fancy or best practice; just something that we can use immediately with the minimum of cost and fuss” was his stated recommendation.

The HR Manager followed his boss's instruction and obtained copies of the relevant paperwork which was rather more complicated than he had expected, particularly as the appraisal system in the sister company not only contained annual assessment against the year's objectives, but also an evaluation of each employee's performance in key competency areas which seemed appropriate within the sister company, but somewhat alien to Cola Magic Drinks.

The first murmurings of dissent started almost immediately when some of the Head Office Managers raised questions over who they were supposed to be appraising. Certain departments had a shared resource pool of secretaries and administrative staff, and it had never been made clear who reported to whom, so there was confusion over who exactly was the appraising manager for some employees. In a few departments it was evident that managers and supervisors were using the lack of clarity as a way to evade responsibility for undertaking appraisals. It wasn't too long after this that managers raised their concern over the terminology in the key competencies section of the appraisal documentation, particularly one area that required them to assess the “Innovation and Creativity” of their subordinates. One manager commented, “I pay my staff to come to work and make sure that the books balance at the end of the month. Whether or not they are innovative or creative has got nothing to do with the job.

The HR Manager raised his concerns with his boss, the HR Director, who suggested that let the events take their course, as he was certain that at least in the Head Office the majority of managers would comply with the requirement to have all appraisals completed by the end of the year. The HR Manager left it until after the Christmas and New Year break before he counted the returned appraisal paperwork. Less than 45% had been returned.

Early in the New Year the HR Director Manager sat down to review events, “Where did we go wrong and how could we have managed this better?” was his question.

Q4. Critique on the situation and suggest the appraisal system for the employees of Cola Magic taking all inputs from the case above. (10)