

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM/PGDM-SM/PGDM-M
III TRIMESTER (Batch 2016-18)
END TERM EXAMINATION, APRIL 2017
SET – II

Course Name	Human Resource Management	Course Code	HR301
Max. Time	2 Hours	Max. Marks	40

Instructions:

- a. All the questions are compulsory, against which marks are indicated.
- b. Be precise and objective in your answers and manage your time well.

1. Based on below given case reading answer the questions, given at the end of it:

“There, at last it’s finished,” thought Rohit Singh as he laid aside the last of 12 performance appraisal forms. It had been a busy week for Rohit who supervises a road maintenance crew for the Kishangarh Department of Highways.

In passing through Rohit’s district a few days earlier, the governor had complained to the area superintendent that repairs were needed on several of the highways. Because of this, the superintendent assigned Rohit’s crew an unusually heavy workload. In addition, Rohit received a call from the HR office that week telling him that the performance appraisals were late. Rohit explained his predicament, but the HR specialist insisted that the forms be completed right away.

Looking over the appraisals again, Rohit thought about several of the workers. The performance appraisal form had places for marking quantity of work, quality of work, and cooperativeness. For each characteristic, the worker could be graded outstanding, good average, below average, or unsatisfactory. As Rohit’s crew had completed all of the extra work assigned for that week, he marked every worker outstanding in quantity of work. He marked Vijay Kumar average in cooperativeness because Vijay had questioned one of his decisions that week. Rohit had decided to patch a pothole in one of the roads, and Vijay thought the small section of road surface ought to be broken out and replaced. Rohit didn’t include this in the remarks section of the form, though. As a matter of fact, he wrote no remarks on any of the forms.

Rohit felt a twinge of guilt as he thought about Sunil Kumar. He knew that Sunil had not been working hard, and the other workers had been carrying him for quite some time. He also knew that Sunil would be upset if he found that he had been marked lower than the other workers. Consequently, he marked Sunil the same to avoid a confrontation. “Anyway,” Rohit thought, “these things are a pain, and I really shouldn’t have to bother with them.”

As Rohit folded up the performance appraisals and put them in the envelope for mailing, he smiled. He was glad he would not have to think about performance appraisals for another six months.

- a. Identify the loopholes in Rohit’s management of performance appraisal? **(4 Marks)**
 - b. Explain the various errors that must be avoided in during appraisal in above. **(4 Marks)**
2. "Engaged employees" are defined as those who are fully absorbed by and enthusiastic about their work and so take positive action to further the organization's reputation and interests. What can HR managers do to enhance employee engagement? **(8 Marks)**
 3. “In today’s ever changing business scenario, HR is no more a service function but it has evolved as business partner in organizations”. Comment on the changing role and scope of HR Function in today’s context with example. **(8 Marks)**
 4. Why should Recruitment and Selection result in assessing the BEST fit? Discuss few external methods of recruitment which could be instrumental in hiring the right candidate. **(8 Marks)**
 5. Discuss why “Training Need Assessment (TNA)” is important for successful training programme. What if, TNA is not linked to training programme? Explain with examples. **(8 Marks)**