



**JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA**  
**PGDM / PGDM (M) / PGDM (SM)**  
**SECOND TRIMESTER (Batch 2021-23)**  
**END TERM EXAMINATIONS, January 2022**

Course Name	<b>Managing Human Resources</b>	Course Code	<b>20302</b>
Max. Time	<b>2 hours</b>	Max. Marks	<b>40 MM</b>

**INSTRUCTIONS:**

- a. All questions are mandatory
- b. Answers should be rich in content and precise with relevant examples
- c. Answers to be submitted on Moodle, as a single MS-Word File saved with "Roll No. and Name"
- d. Overall permissible Plag -10%, **Penalty Clause: 11-20 % - Minus 5 Marks, Above 20% - No Evaluation/ Reappear Exam**

1. Suppose an IT organization expects a talent shortage to emerge in key job areas during the next few years. Identify certain measures that organization could take in each of the given areas: **(2.5X2=10 marks)**
  - i) Recruitment
  - ii) Training and Development
  - iii) Performance Management
  - iv) Compensation (Pay and Benefits)
2. In recent changes in job roles in large automotive company, Ms. Anita took over as Business Head after working in the Sales department for about 7 years. She has 15 senior engineers and other executives directly reporting to him, whose performance she is expected to appraise.
  - i) If the organization is using Management by Objectives (MBO) and multi rater 360-degree feedback in the performance management system, elaborate on the steps that needs to be followed. **(5 marks)**
  - ii) Recommend the guidelines that Ms. Anita should adopt during appraisal interviews of his subordinates so that he is able to ensure their motivation and a high level of productivity. **(5 marks)**
3. Elucidate the given statement with suitable references from various HR processes: "Management of human resources is the responsibility of every manager and not only the human resource department". Justify the statement in COVID scenario giving suitable examples. **(10 marks)**
4. Supreme is a large consumer products company. The incumbent CEO of the company left and Mr. Subroto, who was second in command to be CEO took over as CEO of the company. Mr. Suresh Anand is a senior executive in the company and has his own views. After all, he has in the business for a decade and a half and he think he knows how to tackle the slump the industry is going through. He did not waste any time and talked to the new CEO and told him what he thought needed to be done in the company. The CEO heard him out and suggested that he give him some time to learn the ropes. Eventually when he did lay out his plans, Mr. Anand was shocked to see all his suggestions completely ignored. When he asked the CEO about this, the responded cryptically that he wanted a team that supported him completely and hinted that Mr. Anand leave the company if he was unhappy. He actually

ventured far enough to offer his assistance in finding a new job for Suresh. Mr. Anand was shaken. He did not understand what to do. One option was not to take it personally. It was probably just a mismatch between his and the CEO's style of functioning. The other option was to gracefully bow out while he still retains the goodwill of the organization and colleagues. He should start exploring opportunities elsewhere and take up the offer that suits him the best. He is still undecided between these two options.

- i) Analyze CEO's view about Mr. Anand? Do you think that he feels that Anand does not fit into his team and that is why he asked him to quit? **(5 marks)**
- ii) In your opinion, which is a better option for Mr. Anand to follow? **(5 marks)**