

**JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA**  
**PGDM / PGDM (M) / PGDM (SM)**  
**SECOND TRIMESTER (Batch 2022-24)**  
**END TERM EXAMINATIONS, JANUARY 2023**

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

**INSTRUCTIONS:**

- a. All questions are mandatory
- b. Answers should be rich in content and precise with relevant examples

1. Assume you are the general manager (HR) of a reputed multinational heavy engineering firm with operations in several countries. A no. of senior and experienced employees of that firm is nearing retirement. Though there is a pool of young and talented employees, the firm is likely to experience a shortage of employees ready to assume leadership roles after the retirement of senior employees. The management believes that the success of the firm is largely due to the respect and reputation that the senior employee of the firm enjoys in the industry globally. As a general manager (HR), persuade the top management of the importance of succession planning in the organization.

Explain how succession planning is an important source of staffing in organization. Identify other sourcing methods to meet the shortage of employees in the organization. (10)

**2. New HR Strategy Makes Lloyd's a "Best Company"**

After more than 300 years in business, a few years ago, the global insurer Lloyd's of London finally set out to establish its first true HR strategy, starting with the hiring of HR Director Suzy Black. "I was brought in to transform the HR function from one modeled on an old-style personnel office to a function that is more cutting edge, business focused, and value adding," says Black.

Black's first order of business was to evaluate the current state of affairs, particularly how the corporation's senior managers perceived the HR role. With this information in hand, Black and her team began to develop an overarching strategic agenda as well as specific tactics, addressing everything from recruitment to performance management to basic policies to rewards and compensation.

Changing long-time employees' perception of HR took a bit of convincing, but employees quickly began to recognize the value of Black's actions. Gradually, they could see how the HR strategies were effectively creating conditions in which they could develop in their careers, be successful, and find meaning and value in their work. Today, Lloyd's employees list the company's challenging work environment, healthy incentive programs, and meaningful community outreach programs among the key reasons they enjoy working for the insurance giant.

Black's efforts also enhanced Lloyd's position as a desirable place to work. The average tenure of employees at the company is, incredibly, 21 years. The insurer has been named one of the "*Top 100 Best Companies to Work for*" (in the United Kingdom) by the Sunday Times and hailed as one of the United Kingdom's Top 40 Business Brands by an independent researcher.

Work-life balance at the company is good. Although sometimes extra hours have to be worked, that's not the norm. Working mothers can choose to work part or full time. In addition, the company offers employees time to do charity and non-work related activities to further their personal growth, says Black. "Employees are very sophisticated people, and they have more drivers than just wanting to earn money," she notes.

Black's experience has given her a clear definition of the ideal characteristics of the HR professionals. "They must understand change and transformation, excel at operations, and balance tactical and strategic thinking and acting," she says. "They will have to be able to manage and navigate organizational complexity and ambiguities and not be afraid to say no occasionally in order to establish appropriate boundaries with the business."

### Questions

- a. What skills does Black think employees need, to work successfully in the area of HR?(5)
- b. What are some of the outcomes of the company's new HR strategy? (5)
- c. What do you think might be some of the challenges of establishing HR policies for a global company? (5)

3. XYZ Company is an existing profit making FMCG Company. The company has 600 personnel and has branches all over the country. It has a separate training department with a Training Manager, Mr. A.P. Mohan as its head who is supported by two qualified training officers. Mr. Mohan has been in the company for the last 8 years and is very efficient.

Mr. Mohan wants to leave the organization. He is fed up with organization politics. He is dissatisfied and in fact frustrated. There are several reasons attached to it. First and foremost is that he is not paid adequately despite the fact that he has brought 12% growth in revenue to the company. Second reason is that he is not consulted and constantly neglected while making decision on training aspects. Lastly, he considers himself to be a victim of politics played in the organization. Production Manager is constantly hurting him and interferes with the work. Dr. Ashok Sarao, boss of Mr. A.P. Mohan does not want him to leave the organization, as he knows that the company will come down if he leaves. Dr. Ashok tries to convince Mohan that he should adjust himself with the environment and also talk of how Mohan is constantly neglected. He talks of how politics is played in the organization and strengths and weaknesses of Mohan but does nothing to convince Mohan. Rather he says that they have to adjust, as they are part of family run business. In this setting, personal equation rather than merit works. Mohan is not convinced and says he is leaving.

### Questions:

- a. Identify reasons as to why a high performer like Mr. Mohan decided to leave the organization he has been long part of? (5)
- b. Analyze whether the decision of Mr. A.P. Mohan to leave the organization was correct or not. Imagine yourself in his shoes and explain what would you have done? (5)
- c. Recommend the steps that the organization must take to ensure that such incidents do not occur in future? (5)