

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

Course Name	Managing Human Resources	Course Code	20302
Max. Time	2 Hours	Max. Marks	40 MM

INSTRUCTIONS:

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

1. John graduated from a British university with a degree in human resource management. He secured a job in a recruitment agency specializing in recruitment and selection of international and sales staff named Talent Spotting Spectrum (TSS) headquartered in Madrid. TSS has a work force of 25 people, led by two managers, with 19 tenured employees. Last year, TSS opened the French office; over the next year, the company plans to open another in Turin, Italy, and then expand to other European regions where opportunities are growing.

John's first task is to write job descriptions for two generic posts, which will be opened in each new office; the descriptions are to be written in English.

The Jobs

Accounts Manager:

- Analyze new business opportunities
- Deliver formal business presentations
- Manage a team of HR consultants
- Select, interview, and present candidates to clients

HR Consultant:

- Find the right person to match requirements
- Maintain excellent relations with clients
- Advertise job opportunities on the different TSS websites and find resume that have been posted on others

Elucidate the competencies required for each job, referring to the duties listed above. **(2X5 marks)**

2. You are the supervisor of a group of employees whose task is to assemble disk drives that go into computers. You find that quality is not what it should be and that many of your group's devices have to be brought back and reworked. Your boss says, "You'd better start doing a better job of training your workers".

- i. Identify some of the staffing factors that could be contributing to this problem? **(5 marks)**
- ii. Explain how you would assess whether it is in fact a training problem. **(5 marks)**

3. A state university system in the Southeast introduced a "Teacher Incentive Program (TIP)" for its faculty. Faculty committees within each university's colleges are told to award ₹10,000 (not bonuses)

close to about 40% of their faculty members based on how good a job they did teaching undergraduates, and how many courses they taught per year.

- i. Discuss the potential advantages and pitfalls of such an incentive program. **(5 marks)**
- ii. Elaborate your perspective on the acceptance of TIP by the faculty and will it have desired effect? **(5 marks)**

4. As recently as 2018, it was one of the fastest-growing trends in performance evaluation, companies like Ford, GE, Microsoft, Sun Microsystems, and Conoco were among the 33 percent of U.S. companies that were ranking their employees from best to worst and then using those rankings to determine pay, identify employees for firing, and make other human resource decisions.

These forced rankings, or what have derisively been called "rank and yank" by its critics, was created because many top executives had become frustrated by managers who rated all their employees "above average." In addition, executives wanted a system that would increase the organization's competitiveness—one that would reward the very best performers and encourage poor performers to leave.

For instance, all 18,000 of Sun Microsystem's managers underwent this process, wherein 10 percent had to get an A, 80 percent a B and 10 percent a C. Anyone receiving a C was restricted from a pay raise and two consecutive years of a C rating resulted in either a demotion or termination.

The most well-known "rank and yank" program is GE's "20-70-10 plan." The company forces the heads of each of its divisions to review all managers and professional employees, and to identify their top 20 percent, middle 70 percent and bottom 10 percent. The company's former CEO stated, "A company that bets its future on its people must remove the lower 10 percent, and keep removing it every year – always raising the bar of performance and increasing the quality of its leadership."

These forced rankings grew in popularity because they were seen as a way to continually improve an organization's workforce and to reward those who are most deserving, however many companies that adopted the system have recently dropped it.

Questions:

1. Do you feel giving forced rankings to employees is a good idea? Discuss. **(5 marks)**
2. Elucidate whether the above system be called discriminatory? If, yes, suggest some remedial measures? **(5 marks)**