

**JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA**  
**PGDM / PGDM (M) / PGDM (SM)**  
**SECOND TRIMESTER (Batch 2023-25)**  
**END TERM EXAMINATIONS, JANUARY 2024**

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

**Q 1.** Angela, the HR manager for a retail firm of 1,000 employees, nervously scanned her list of e-mail messages, hoping there wouldn't be another one from Ted, the director of marketing. He was growing increasingly impatient with her efforts over the past month and a half to fill his opening for an assistant. Angela had run out of people to send. Aside from running a newspaper ad and going to an agency, she just didn't know what else to do. Her phone rang, interrupting her thoughts. When she heard the voice on the other end, she swallowed hard: it was Ted. He didn't waste any time getting to the point: "What we need is a recruitment plan," he said emphatically. Ted was right; since the traditional approaches were not working, Angela had to explore other avenues and develop a new strategy for filling his opening. He continued, "Let's sit down together and go over some of our options. I think if we work together we'll succeed."

Help Angela in creating a recruitment plan, listing the various internal and external sources of recruitment you may utilize to fill the position, weighing their respective benefits and drawbacks. Recommend the most creative, innovative and effective recruitment source, provide justification for your choice. (10 marks)

**Q 2.** Adam Sterling, vice president of HR for Woodland's First Regional Bank, sits at his desk waiting for his 2:00 appointment. He's expecting Joseph Wyatt, assistant vice president for training and development. When Joe called he sounded exasperated, and Adam can guess why. He just reviewed the resignation letter of Colleen, a junior loan officer who had been with the bank about two years. During the exit interview, she'd explained that her primary reason for leaving was that she felt underutilized; actually, the word she used was '*stuck*'. Adam refers to the written exit interview and reads a direct quote: "It's not that I expect a promotion every year, but it'd be nice if I could get some training in the event that something opened up." At 2:00, Joe enters Adam's office. Adam knew the direction the conversation would take; lately, he had received a number of complaints about the lack of training opportunities at the bank and subsequent attrition for better opportunities.

Evaluate the situation of disgruntled and demotivated workforce at bank. Provide your opinion on the need for training for effective and efficient talent management. Prepare an analysis on training need identification, highlighting the importance of strategic and ongoing training needs in light of training effectiveness and return on investment. (10 marks)

**Q 3.** Unique Funds Ltd. is a reputed finance company having 10 branches in different parts of the country. Its staff includes 290 operative employees and 70 executives. The company has a performance rating plan under which the staff members are rated at the end of each financial year by a committee of two executives by means of graphic scale. The qualities considered are : responsibilities, initiative, dependability, leadership potential, cooperative attitude and community service. After the performance is evaluated, the ratings are discussed with the concerned employees

by their immediate boss and are used to counsel them and arrange further training for them. The ratings are also used for granting or withholding of increments and promoting of meritorious staff. Recently, two employees working at the Head Office have been denied annual increments due to comparatively low ratings. They have made a representation to the Chief Executive of the company expressing their dissatisfaction with the appraisal system and insisting that community service is not a part of their job and it should not influence their ratings. The employees seem to organise a union and demand that annual increments should be granted automatically. The Chief Executive feels that performance appraisal is a dangerous source of friction and it should be discontinued altogether.

- (a) If you were the HR manager in the organization, explain how would you appraise the Chief Executive's view that performance appraisal process should be discontinued? (05 marks)
- (b) Suggest suitable ways to defuse the problem. Provide recommendations for suitable modifications in the performance appraisal system of the company. (05 marks)

Q 4. Pearl Engineering Company was a large heavy-engineering unit. It attached great importance to the recruitment and training of its senior supervisors. Apart from selecting them from within the organization, the company recruited, every alternate year, about ten young engineering graduates and offered them training for a period of two years, before they were appointed as senior supervisors. Such appointments were made to about 40 per cent of the vacancies of senior supervisors that occurred in the organization. This was considered necessary by management as a planned programme of imparting vitality to the organization and enhanced employee retention. Besides, many of the old-timers, who had risen from the ranks, did not possess the necessary academic background with the result that they could not keep pace with the technological changes. Engineering Graduates were selected from amongst those who applied in response to an all-India advertisement. A selection committee consisting of the General Manager, the Production Manager, the Personnel Manager and the Training Officer interviewed and selected the candidates. The selection interview was preceded by a written test followed with interview.

The engineers thus selected had to undergo a two year intensive theoretical and practical training at the Training Institute under the guidance of qualified and experienced instructors along with senior officers. On successful completion of training, the graduate engineers were offered appointments, depending on their performance and aptitude as revealed during training. On placement in the work departments, however, most of them faced some difficulty or the other. According to management, some of the heads of departments, who were themselves not qualified engineers, did not have sufficient confidence in these younger men. They preferred the subordinates who came up from the ranks to hold positions of responsibility. A few discredited them saying that it would take years before these youngsters could pick up the job. Management knew that many of the graduate engineers were not utilized according to their capacity or training, nor was any attempt made to test or develop their potentialities. The General Manager could not allow the situation to continue especially when it was a difficult and costly process to recruit and train young engineering graduates of the requisite type and caliber. He knew that the prosperity of the company, to a large extent, depended on these young men. In addition, a large number of lucrative employment opportunities were available to these young engineers elsewhere and there was a systematic raid on them, He, therefore, called a meeting of all heads of departments to review the situation.

**Questions:**

- (1) Explain the importance of internal promotion on talent management and employee retention. (05 marks)
- (2) Illustrate the concept of succession planning in light of the case. (05 marks)