

**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:**

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

Q 1. Read the Job Description given below and answer the two questions which follow –

**Organization:** ABC Credit Corporation

**Job Title -** Credit officer

**Reporting To:** Unit Manager/Regional Credit Manager

**PURPOSE**

Responsible for underwriting various types of loans (Personal Loans, Mortgage, 2-wheeler/Auto, Consumer Durable) for retail business as per company policy.

**KEY ACCOUNTABILITIES:**

- Enforcement and adherence of the company credit policy at the branch.
- Review and approval of credit files as per policy
- Personal discussion with customer for credit assessment
- Tele-verification of references/customer
- Approval of deviations as per policy.
- Review portfolio with respect to delinquency/losses/fraud of the portfolio underwritten.

**KEY PERFORMANCE INDICATORS (KPI):**

- Delinquencies of the underwritten portfolio
- Losses of the underwritten portfolio
- Turnaround time
- Approval/Reject Ratio
- Overall Branch Profitability

**JOB SPECIFICATION:**

**Educational Qualifications:** Graduate (Minimum Qualification)

**Professional Experience:**

- A year or more relevant experience in credit approval/processing/ underwriting in consumer finance (Personal loan/Mortgage/Auto/2W/Consumer Durable in NBFC/Banks/CPA firm (working on behalf of a bank)

**Competencies Expected:**

- Good communication (English and local language)
- Analytical and logical
- Assertive
- Initiative or high energy
- Ability to build good relationship with customers

**Questions:**

- Outline a selection process for the afore-mentioned Job Description. (5 marks)
- Recommend the various selection tools you will use, justify with examples? (5 marks)

Q 2. Jim Delaney, president of Apex Door, has a problem. No matter how often he tells his employees how to do their jobs, they invariably "decide to do it their way," as he puts it, and arguments ensue between Jim, the employee, and the employee's supervisor. One example is the door-design department, where the designers are expected to work with the architects to design doors that meet the specifications. While it's not "rocket science," as Jim puts it, the designers invariably make mistakes—such as designing in too much steel, a problem that can cost Apex tens of thousands of wasted dollars, once you consider the number of doors in, say, a 30-story office tower. The order processing department is another example. Jim has a very specific and detailed way he wants the order written up, but most of the order clerks don't understand how to use the multipage order form. They simply improvise when it comes to a detailed question such as whether to classify the customer as "industrial" or "commercial." The current training process is as follows. None of the jobs has a training manual per se, although several have somewhat out-of-date job descriptions. The training for new people is all on the job. Usually, the person leaving the company trains the new person during the 1- or 2-week overlap period, but if there's no overlap, the new person is trained as well as possible by other employees who have filled in occasionally on the job in the past. The training is the same throughout the company—for machinists, secretaries, assemblers, engineers, and accounting clerks, for example.

- (a) Evaluate the training process at Apex. Explain the role of job descriptions in designing a suitable training plan at Apex. (5 marks)
- (b) Explain in detail what you would do to improve the training process at Apex. Make sure to provide specific suggestions, please. (5 marks)

Q 3. After spending several weeks on the job, Raj was surprised to discover that her father had not formally evaluated any employee's performance for all the years that he had owned the business. Jan's position was that he had "a hundred higher-priority things to attend to," such as boosting sales and lowering costs, and, in any case, many employees didn't stick around long enough to be appraisable anyway. Furthermore, contended Jan, manual workers such as those doing the pressing and the cleaning did periodically get positive feedback in terms of praise from Jan for a job well done, or criticism, also from Jan, if things did not look right during one of his swings through the stores. Similarly, Jan was never shy about telling his managers about store problems so that they, too, got some feedback on where they stood. This informal feedback notwithstanding, Raj believes that a more formal appraisal approach is required. She believes that there are criteria such as quality, quantity, attendance, and punctuality that should be evaluated periodically even if a worker is paid on piece rate. Furthermore, she feels quite strongly that the managers need to have a list of quality standards for matters such as store cleanliness, efficiency, safety, and adherence to budget on which they know they are to be formally evaluated.

Develop a performance appraisal method for the workers and managers in each store. Provide a rationale for the method selected by you. (10 marks)

Q 4. A few years ago, Starbucks was facing serious challenges. Sales per store were stagnant or declining, and its growth rate and profitability were down. Many believed that its introduction of breakfast foods had diverted its "baristas" from their traditional jobs as coffee-preparation experts. McDonald's and Dunkin' Donuts were introducing lower priced but still high-grade coffees. Starbucks' former CEO stepped back into the company's top job. You need to help him formulate a new direction for his company.

You are probably already quite familiar with what it's like to have a cup of coffee or tea in a Starbucks coffee shop. Assume that for a corporate strategy Starbucks will remain primarily an international chain of coffee shops.

Develop an outline for an HR strategy for Starbucks Corp. (10 marks)