

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM / PGDM (M) / PGDM (SM)
SECOND TRIMESTER (Batch 2024-26)
END TERM EXAMINATIONS, JANUARY 2025
REAPPEAR EXAM

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

INSTRUCTIONS:

- All the questions are compulsory, against which marks are indicated.
 - Be precise and objective in your answers with a max. word limit of 800 words.
- Indihire Consultants is a well-known manpower-providing firm, primarily catering to soft drinks giants for their third-party sales workforce. Though the headhunting job is not a problem at Indihire, lately, the employees have reported that the performance appraisal gamut is facing severe challenges. The trait-based appraisal system at Indihire has been a critical issue in recent employee performance ratings. A significant chunk of employees have hinted at potential attrition.
 - As an HR manager, you have been entrusted to switch to BARS as the more objective performance appraisal method. Apply the BARS framework for mitigating the challenges faced by Indihire for its frontline recruiters. **(10 Marks)**
 - Priya Sharma, the newly appointed Head of Human Resources at Amazon India, sat at her sleek, modern desk in her office in Gurugram, gazing intently at the calendar that marked the approach of the vibrant festive season. It was August 2024, and the air buzzed with anticipation as Diwali neared, just two months away. Priya felt the weight of responsibility on her shoulders; she needed to balance the skyrocketing customer demand with the need to keep her employees satisfied during a time when many were eager to take leave for family gatherings and celebrations. Over the past few years, Amazon India had undergone remarkable growth, expanding its workforce to over 100,000 employees. The company had earned a stellar reputation for its innovative HR practices, which included comprehensive benefits packages and well-received recognition programs. Yet, as she reflected on the challenges of the upcoming festive season, Priya, Head HR couldn't help but remember the staffing issues from the previous year. Despite successfully creating over 110,000 seasonal jobs, they had faced substantial staffing shortages as permanent employees requested time off for family traditions, resulting in delivery delays and a surge in customer complaints that risked tarnishing Amazon's reputation for reliability. As she contemplated her approach, Priya's phone vibrated with urgency. It was a message from Amit Agarwal, the Country Head of Amazon India: "Priya, we need to discuss our strategy for the festive season. Customer orders are projected to increase by 40% compared to last year. We can't afford another staffing crisis. What's your plan?" The message brought a surge of adrenaline; she knew she had to act swiftly and effectively. She began to consider several potential strategies:
 - Implementing a stricter leave policy that would limit the number of employees who could take simultaneous time off, ensuring adequate staffing during peak times.
 - Offering substantial bonuses to those willing to work through the festive period, mirroring the special recognition bonus of up to Rs 6,300 that had been so successful in 2020.
 - Introducing a flexible work program, allowing employees to work remotely or in shifts, enabling them to enjoy their celebrations while fulfilling their work commitments.

- Drawing on Herzberg's Two-Factor Theory of Motivation, apply strategies Priya should adopt to ensure employee satisfaction and operational efficiency during the upcoming festive season, a time when both employee morale and customer expectations were at their peak.

(10 Marks)

3. Global Engineering, a leading multinational heavy engineering firm with a global footprint, faces a critical challenge: an impending wave of retirements among its senior leadership. This experienced pool of executives, with decades of industry expertise and deep-rooted client relationships, possesses invaluable knowledge and a strong reputation within the global engineering sector. While the company boasts a talented pool of younger employees, many lack the experience and industry connections to step into leadership roles seamlessly. This looming leadership gap threatens to disrupt ongoing projects, weaken client relationships, and potentially impact the company's competitive advantage.

While acknowledging the impending retirements, the top management at Global Engineering is primarily focused on short-term operational goals and may not fully grasp the urgency and strategic importance of robust succession planning.

- As a general manager (HR), persuade the top management of the importance of succession planning in an organization. Explain how it is an important source of staffing in the organization.

(10 Marks)

4. The Carter Cleaning Centers are facing challenges due to the absence of formal orientation and training programs. This lack of structure results in inconsistent employee performance, poor customer service, and high employee turnover. Employees are unaware of proper procedures for customer interactions, garment handling, and company policies, leading to errors, customer dissatisfaction, and declining service quality. Each job in the store—pressing, cleaning, spotting, etc.—has specific steps, procedures, and standards the Carters prefer to be upheld. For example, all customers should be greeted with what Jack refers to as a "big hello." Garments dropped off should immediately be inspected for any damage or unusual stains so these can be brought to the customer's attention to avoid blame later. Garments should be placed in a nylon sack immediately to separate them from other customers' garments. The ticket must be carefully written, with the customer's name, telephone number, and the date noted on all copies. The counter person should try to sell the customer additional services, such as waterproofing, or notify them of special promotions. As the customer leaves, the counter person should comment courteously, "Have a nice day." Further, Jennifer feels the company has had problems due to inadequate employee training and orientation. For instance, two new employees were upset last month when they discovered they were paid the following Tuesday instead of Friday. The Carters use the extra 2 days to gather everyone's hours and compute pay. Jennifer believes implementing orientation and training programs would ensure employees know how to do their jobs correctly. She and her father further believe understanding how to do jobs is key to achieving the desired outcomes.

- Illustrate a comprehensive employee orientation program addressing the abovementioned issues.

(10 Marks)