

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

- Vartaman Corp., a mid-sized tech company, faced significant employee relations issues, including low morale, high turnover, and widespread dissatisfaction. Employee surveys highlighted poor communication, unclear expectations, and perceived favoritism among management as key concerns. To tackle these challenges, the company implemented a series of initiatives to foster trust and engagement. Monthly open forums were introduced to provide employees with a platform to voice concerns and offer feedback directly to leadership. Additionally, leadership teams underwent targeted communication and conflict resolution training to effectively address interpersonal challenges. The company also reviewed its workplace policies comprehensively to ensure fairness and transparency in decision-making processes. To further boost employee engagement, Vartaman Corp. launched team-building activities and recognition programs designed to celebrate individual and team achievements. These initiatives were complemented by a renewed focus on establishing clear expectations and fostering a culture of inclusivity and mutual respect. The results of these efforts were transformative. Within six months, employee satisfaction scores improved by 35%, and turnover rates dropped by 20%. Employees reported feeling more valued and heard, while management observed better team collaboration and morale. This case study highlights the critical role of proactive strategies and consistent communication in resolving employee relations challenges and creating a thriving workplace environment.

- Based on the strategies implemented by Vartaman Corp., explain how the integration of open forums, leadership training, and revised workplace policies can collectively address employee dissatisfaction and enhance organizational performance. **(10 Marks)**

- Reward and Recognition (R&R) practices at an organization serve as an intrinsic motivation tool for employees.

In the backdrop of this, outline an R&R Program for an organization which is struggling to keep its employees motivated and potentially mitigate heavy attrition in near future. The below pointers may be helpful for your recommendations. **(10 Marks)**

- Everest Inc. is a manufacturing firm that relies on skilled labor, rigorous processes, and continuous performance on production deadlines without compromising on quality.
- When downsizing decisions of factory workers due to low demand are made, the firm follows FIFO.
- The hygiene factors are at par with the HR compliance; however, they do not adding to emp. motivation.
- The trade union has blamed the management for the discrepancy in the pay for senior and junior factory staff, mostly in the pay-for-performance.

3. 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 do not 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. It is evident that Apex does not have a systematic and structured way of training its employees, and there is no proper way of evaluating their "on-the-job" training. Jim has approached you for advice.

- Explain Apex's training process. Illustrate why employees "do things their way" and if so, how (5 Marks)
 - Provide specific suggestions to enhance the training process at Apex.. (5 Marks)
4. Reena Kumar was the head of marketing at Blue Chips, an IT product company for four years, during which the company's turnover increased significantly, even as computer prices dropped. Despite her ability to connect with dealers, she faced challenges with her subordinates and peers due to male prejudice, leading her to feel the need to prove herself constantly. Recently, Blue Chips was acquired by an industrial group with diverse business interests, resulting in a new managing director, Anand Mohan. He emphasized that the company would focus on international expansion, particularly concerning exports. Anand appointed Suresh Naik as his executive assistant, and he was later promoted to vice president of exports, surpassing Reena's role. One day, Anand proposed creating a new position for Reena as general manager of public affairs, citing her skills in customer relations. However, she was expecting a promotion to vice president of home marketing and felt that accepting his offer would diminish her importance. She challenged Anand, asking if he would have made the same offer to a male colleague. Anand Mohan insisted that he valued her role and that the new position would be upgraded to reflect her stature. Ms. Kumar, feeling cornered, stated she needed to reconsider her future with the company and would respond by the next day. She then left the office agitated.

- Provide recommendations to Reena regarding her next steps, including specific actions she should consider and justifications for each suggestion detailing its potential benefits.

(10 Marks)