

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

PGDM / PGDM (M) / PGDM (SM)

SECOND TRIMESTER (Batch 2025-27)

END TERM EXAMINATIONS, JANUARY 2026

SET-2

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

INSTRUCTIONS:

- a. All the questions are compulsory, against which marks are indicated.
- b. Be precise and objective in your answers with a max. word limit of 800 words.

1. At Zenith Manufacturing Ltd., line managers supervised over 300 shop-floor employees. While HR designed policies and systems, day-to-day people management was left entirely to production supervisors. However, supervisors saw HR tasks—leave approvals, conflict resolution, feedback—as distractions from “real work.” Employee grievances increased, particularly regarding unfair shift allocation and biased appraisals. HR noticed that exit interviews frequently mentioned poor supervisor behavior as a reason for leaving. When HR attempted to intervene, line managers resisted, claiming HR had no understanding of operational realities.

A serious incident occurred when a high-performing technician was denied training opportunities due to personal differences with his supervisor. The technician resigned and joined a competitor. This prompted senior management to question whether HR alone could manage people effectively without line manager involvement.

Demonstrate the specific HR responsibilities that a line manager is expected to perform in the organization. Discuss ways in which HR and line managers can work collaboratively.

(10 marks)

2. Harmonious “Employee Relations” can help organizations avoid workplace disputes between employee and management. In light of the statement, elaborate on how Employee Relations can ensure sound, healthy employer-employee relationships, providing appropriate workplace examples.

(10 marks)

3. A growing IT services organization relies on an annual supervisor-driven performance appraisal system to identify top and bottom performers. Over the past two cycles, employees have reported ambiguity in goal clarity, inconsistent ratings across teams, and resistance from employees labelled as low performers.

Using the organization’s current performance management framework, apply goal setting and appraisal design framework that can help in accurate identification of top and bottom performers.

(10 marks)

4. A large retail chain has been facing declining customer satisfaction scores and increasing complaints about staff behavior at its stores. Over the last year, HR has rolled out multiple generic "customer service" trainings across locations, mostly consisting of one-day classroom sessions with presentations and role-plays, but post-training data shows little improvement in customer ratings or repeat business. Store managers report that some employees struggle with basic product knowledge, while others lack essential soft skills and empathy, and a few are demotivated due to excessive workload and unclear expectations. Senior management now wants a focused, evidence-based training intervention that directly targets real performance gaps, rather than repeating broad, one-size-fits-all programs. Develop a training proposal for this situation by using a Training Need Analysis framework. Justify the specific training methods you would choose for retail employees. (10 marks)