

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA**PGDM / PGDM (M) / PGDM (SM)****SECOND TRIMESTER (Batch 2025-27)****END TERM EXAMINATIONS, JANUARY 2026****SET-1**

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. SpearAhead Technologies, a rapidly scaling software startup, prides itself on a collaborative culture. Sunita, the HR Director, is under pressure to hire a Lead Developer for a critical project. After weeks of searching, she finds Akhil. Technically, Akhil is a genius, scoring in the 99th percentile on coding tests and possessing experience that could accelerate the project by months. However, during the "culture-fit" interview, Akhil expresses a strong preference for working in isolation, shows irritability when asked about mentoring junior staff, and mentions that "deadlines are more important than team collaborations." The team Akhil is supposed to lead is known for its high emotional intelligence and democratic decision-making. Sunita is in a dilemma; hiring Akhil ensures technical success but risks the harmonious workplace environment. If she does not hire him, the project will likely miss its launch date, costing the company significant market share. Comprehend and review the potential conflict between "skill-based hiring" and "culture-fit hiring" as presented in this case. Discuss the suitability of structured and unstructured interview with a few examples. (10 marks)
2. AutoGear, a traditional automotive parts manufacturer, is transitioning to Smart Manufacturing (Industry 4.0). The CEO has invested millions in AI-driven assembly lines. However, the existing workforce—many of whom have been with the company for 20+ years—is resistant. They view the new technology as a threat to their job security rather than a tool for efficiency. The HR department launched a mandatory three-day "Digital Literacy" workshop. The sessions were held in a lecture hall with PowerPoint slides explaining the mathematics of AI. Two weeks later, the new machinery remains underutilized, and error rates have spiked as workers try to bypass the digital interfaces. Identify the primary reasons why this training approach failed to achieve the desired behavioral outcome at AutoGear. Outline a few training methods that AutoGear could use to help the older workforce feel more confident and competent with the new AI-driven assembly lines. (10 marks)

3. At Global Mart, a national retail chain, managers use a traditional annual ranking system. Madhav, a regional manager, is preparing appraisals for ten store managers. Madhav is a "non-confrontational" leader who dislikes the discomfort of delivering negative feedback. Consequently, he tends to give everyone a "4 out of 5" rating, regardless of the store's actual performance.

This year, Amita, a store manager who increased her branch's revenue by 22%, is furious. She received the same "4" as a colleague whose store saw a 5% decline. Amita feels her hard work is invisible, while the underperforming manager feels no pressure to improve. The lack of differentiation is leading to stagnation in the company's growth and causing high-performing talent like Amita to look for jobs elsewhere.

Identifying the errors and biases in the current appraisal framework, apply a more suitable performance appraisal method that can enhance employee engagement and organizational productivity. (10 marks)

4. EduBridge Learning Services, a fast-growing higher education support organisation, is launching a blended learning initiative that integrates classroom teaching, digital platforms, and student support services. To ensure smooth coordination among faculty, instructional designers, students, and technology vendors, the organisation plans to create a new role titled Academic Program Coordinator. Past experience shows that unclear role definitions have resulted in overlapping responsibilities, role conflict, and poor accountability. The HR department has therefore been asked to clearly

As an HR professional, develop a comprehensive Job Description and Job Specification for the role of Academic Program Coordinator. Your response should clearly outline the key duties and responsibilities and the required qualifications, skills, abilities, and behavioural attributes, ensuring alignment between the job and the person requirements. (10 marks)