

**JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA**  
**PGDM / PGDM (M) / PGDM (SM)**  
**II TRIMESTER (Batch 2018-20)**  
**END TERM EXAMINATION, DECEMBER 2018**

Course Name	Managing Human Resources	Course Code	HR201
Max. Time	2 hours	Max. Marks	40 MM

INSTRUCTIONS: All questions are compulsory. Marks are given alongside each question.

**Set B**

**Section A**

**1. Read the following case and answer the questions that follow:**

Berkely Investments is a reputed finance company having 15 branches in different part of the country. In the home office there are more than 200 employees. This company has a performance rating under which the employees are rated at six months intervals by a committee of two executives. Graphic scales have been used as means of appraisal. The qualities considered are responsibility, initiative, and interest in work, leadership potential, co-operative attitude and community activity. After the performance is evaluated, the ratings are discussed with the concerned employees by their immediate boss who counsels them. The ratings aroused to influence promotions and salary adjustments the employees and also as a criterion for assigning further rating for them.

Recently three employees of the company called on the company's president to express their dissatisfaction with the ratings they had received. Their scores and composite ratings had been discussed with them. Because their ratings were comparatively low, they had been denied annual increments in salary. Approximately, two thirds of all the employees received such increments. The aggrieved employees argued that their ratings did not accurately represent their qualifications or performance. They insisted that "community activity" was not actually a part of their job and that what they do off the job is none of the company's business. They expressed their opinion that employees should organize union and insist that salary increase be automatic.

The threat of a union caused concern to the officers of the company. This particular experience convinced the top officers that ratings may represent a serious hazard to satisfactory relationship with employees. Even the chief executive finds that performance appraisal is a dangerous source of friction and its hazards outweigh its values; so it should be discontinued altogether.

Questions:

- a) Critique the management's decision to discontinue the performance appraisals altogether. (4 marks)

- b) If you were the HR manager, propose a plan of action to tackle the situation and suggest measures to modify the performance appraisal system of the company (8 marks)

### Section B

2. Classify the different levels of analyses to determine the training needs of an organization. Discuss the sources and methods of carrying out training need analysis of a front desk executive in a five-star hotel. (8 marks)
3. In light of the recent upsurge in #metoo cases in organizations, elaborate on its implications for the organization as an employer. Analyze the role of HR in avoiding as well as in dealing with such cases. (8 marks)
4. While hiring new staff, many times recruiters are often confronted with dilemmas such as:
- a) Whether to provide a realistic image of the organization or an attractive one;
  - b) Whether to hire the best candidate or those who fit with the values and 'personality' of the organization;
  - c) Whether to use only the selection test score as criteria for short listing or use 'gut feeling',
- Critically review the pros and cons of these issues confronting recruiters in the new economy organizations. (6 marks)
5. Traditionally human resource practices were developed and administered by the company's human resource departments. Line managers are now playing a major role in developing and implementing HRM practices. Determine the reasons why non-HR managers are becoming more involved in developing and implementing HRM practices? (6 marks)