

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

PGDM / PGDM (M) / PGDM (SM)

SECOND TRIMESTER (Batch 2019-21)

END TERM EXAMINATION, DECEMBER 2019

Course Name	Managing Human Resources	Course Code	HR 201
Max. Time	2 hours	Max. Marks	40 MM

INSTRUCTIONS:

- All questions are mandatory to answer.
- Please write legibly and precisely with examples.

Q1. One of the fastest growing retail chains in PAN India is hiring business development executives for its store at different locations. While screening the application for potential new hires, it was identified that they are mixed in their background (both, fresher and others with 1-2 years of work exp.). Assuming you are the store manager, suggest the best suitable selection plan to the HR manager. (10 marks)

Q2. HR Business Partner role is a shift from traditional HR roles and is strategic in nature. Explain with examples. (10 marks)

Q 3. TINOSYS is an IT company, in past it has fewer new projects, then they decided to get new SAP related projects but the company had no SAP skilled engineers. HR planned to send few engineers for getting SAP training and get certified by Siemens. 20 engineers were selected for SAP training and certification. The training and certification were sponsored by TINOSYS. It took three months for engineers to learn SAP and 15 out of 20 cleared the certification test. HR further decided to use all 20 trained SAP skilled engineers to become trainer and train 200 engineers on SAP. In the meanwhile, company also recruited 30 SAP skilled engineers from various IT companies. These were those engineers who were already had experience in SAP projects. Finally, after 07 months TINOSYS had 250 SAP skilled engineers, whereas they got 4 new projects which on an average need 50 SAP professionals for each project.

Analyze the situation from the people management perspective. (10 marks)

Q 4. There, at last it's finished," thought Rohit Singh as he laid aside the last of 12 performance appraisal forms. It had been a busy week for Rohit who supervises a road maintenance crew for the Kishangarh department of Highways.

In passing through Rohit's district a few days earlier, the governor had complained to the area superintendent that repairs were needed on several of the highways. Because of this, the superintendent assigned Rohit's crew an unusually heavy workload. In addition, Rohit received a call from the personnel office that week telling him that the performance appraisals were late. Rohit explained his predicament, but the personnel specialist insisted that the forms be completed right away. Looking over the appraisals again, Rohit thought about several of the workers. The performance appraisal form had places for marking quantity of work, quality of work, and cooperativeness. For each characteristic, the worker could be graded outstanding, good average, below average, or unsatisfactory. As Rohit's crew had completed all of the extra work assigned for that week, he marked every worker outstanding in quantity of work. He marked Vijay Kumar average in cooperativeness because Vijay had questioned one of his decisions that week. Rohit had decided to patch a pothole in one of the roads, and Vijay thought the small section of road surface ought to be broken out and replaced. Rohit didn't include this in the remarks section of the form, though. As a matter of fact, he wrote no remarks on any of the forms.

Rohit felt a twinge of guilt as he thought about Sunil Kumar. He knew that Sunil had not been working hard, and the other workers had been carrying him for quite some time. He also knew that Sunil would be upset if he found that he had been marked lower than the other workers. Consequently, he marked Sunil the same to avoid a confrontation. "Anyway," Rohit thought, "these things are a pain, and I really shouldn't have to bother with them." As Rohit folded up the performance appraisals and put them in the envelope for mailing, he smiled. He was glad he would not have to think about performance appraisals for another six months.

Based on the above reading, identify gaps in the Rohit's Performance Appraisal process. (10 marks)