

JAIPURIA INSTITUTE OF MANAGEMENT, INDORE

PGDM

SECOND TRIMESTER (Batch 2021-23)

END TERM EXAMINATION, JAN-2022

Course Name	MANAGING HUMAN RESOURCES	Course Code	40302
Max. Time	2 hours	Max. Marks	40

INSTRUCTIONS: All questions are compulsory.

Question.1

(5+5=10 Marks)

Q1(a). Explain the methods that can be used to evaluate the performance of people working in the following jobs and why:

- a) Sales representatives, b) Production Manager, c) HR Manager

Q1(b). Infer why would a supervisor intentionally distort performance ratings of a subordinate? Explain what can be done to prevent intentional distortion of performance ratings?

Question.2

(8 Marks)

Two organizations in the IT sector in India have the following compensation philosophies:

Quest Solutions	Phantom Technologies
Promote pay for performance	Be a pay leader in the IT industry
Pay at market rate	Promote open and understandable pay practices
Achieve internal and external pay equity	Ensure fair employee treatment and cater to the needs of the various employee buckets
Comply with all govt. compensation regulations	Offer compensation rewarding employee creativity and achievements

Assume the job role of a Team Leader (who typically handles a team of 6 -8 resources; usually had 8 – 10 years of work experience). Illustrate the components of the compensation (direct and indirect) of the same job role in these two organizations keeping in view their above-mentioned compensation philosophies.

Question.3

(6+6=12 Marks)

Nagarro is a 150-year-old global company, with more than 4,00,000 employees working in 190 countries. Nagarro became a world leader by pursuing a corporate strategy that emphasized diversifying into high-tech products and services, and doing so on global basis. With a corporate

strategy like that, human resource management plays a big role at Nagarro. Sophisticated engineering and services require more focus on employee selection, training, and compensation than in the average firm, and globalization requires delivering these services globally. Nagarro sums up the basic themes of its HR strategy in several points. These include:

1. A living company is a learning company. The high-tech nature of the firm's business means that employees must be able to learn on a continuing basis. Nagarro uses its system of combined classroom and hands-on apprenticeship training around the world to facilitate this. It also offers employees extensive continuing education and management development.
2. Global teamwork is the key to developing and using all the potential of the firm's human resources. To support this, the company through its extensive training and development programs ensure that all employees feel they are part of a strong, unifying corporate identity. For example, HR uses cross-border, cross-cultural experiences as prerequisites for career advances.
3. A climate of mutual respect is the basis of all relationships-within the company and with society. To support this, company engages in numerous HR activities aimed at building openness, transparency, and fairness, and supporting diversity.

Q3a. Based on the information in the case, provide examples for Nagarro of at least four strategically required organizational outcomes, and four required workforce competencies and behaviors.

Q3b. Identify at least four strategically relevant HR policies and activities that Nagarro has instituted to ensure the alignment of its HR practices with the business strategy.

Question.4

(5+5=10 Marks)

Being in the laundry and cleaning business, the Enron feel strongly about not allowing employees to smoke, drink, or eat in their stores. Amayra was therefore surprised to walk into a store and find two employees eating lunch at the front counter. There was a large pizza in its box, and the two of them were sipping colas and eating slices of pizza and sandwiches off paper plates. Not only did it look messy, but there were grease and soda spills on the counter and the store smelled from onions and pepperoni. In addition to being a turnoff to customers, the mess on the counter meant that a customer's order might actually become dirty in the store. Although this was a serious matter, Amayra didn't feel that what the counter people were doing was grounds for dismissal (partly because the store manager has apparently overlooked their actions). It seemed to her that the matter called for more than just a warning but less than dismissal.

Q4a. What would you do if you were Amayra, and why? How would you deal with the store manager?

Q4b. Should a disciplinary system be established at Enron Cleaning? If so, what should it cover?