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| **C:\Users\ADMIN\Desktop\j.png** | **JAIPURIA INSTITUE OF MANAGEMENT, INDORE**  Post Graduate Diploma in Management |
| **Course Title: Managing Human Resources, (Course Code: 40302)**  **End-Term Examination, Term – II (Batch 2022-24) (January, 2023)** | |
| **Time Duration : 2 Hours Total Marks: 40** | |

***General Instructions*:**

1. *Answer the questions as directed. The break-up of the marks is given wherever necessary.*
2. *Marks against each question is indicated to its right.*
3. *Answer all the questions of a ‘Section/Question’ at one place in continuation.*
4. *Answers should be brief and to the point.*
5. *Do not write on the question paper except your roll number.*

**SECTION - A**

**Q1.** The pandemic displayed complex scenarios for organizations where maintaining business continuity was a major challenge. Illustrate two ways through which Human Resource department partnered with organizations’ top management to face the uncertain times of the pandemic**. ( 8 Marks)**

**Q2.** Your Company is a leading organization in hospitality sector. The company has been following traditional rating methods for performance management of its employees. In the past few years the attrition has increased considerably. It has also been noticed, just after the appraisal cycle is over the atmosphere of the organization turns heavy and grim.

As a HR manager what would be your take on the situation explained above. **(8 Marks)**

**Q3.** It has been conventionally proved that Information and Communication Technology (ICT), such as the Internet, mobile communication, new media, and such in HR can greatly contribute to the fulfillment of personnel policies of the organization. Technological advancement can have a huge impact on the HR department of an organization. It allows the company to improve its internal processes, core competencies, relevant markets and organizational structure as a whole.

(Source: Impact of Information Technology on Human Resource Management) (https://www.profilesasiapacific.com/2020/01/21/information-technology-hrm/)

Demonstrate how Information technology has transformed at least two HR functions giving examples. **(8 Marks)**

**SECTION - B**

**Q4**. Spenta Autimobiles Limited (SAI), a subsidiary of Jain Enterprises, Nashik was founded by its Chairman Nipun Jain I 1979. During those days, it was a biggest assembly plants in Maharashtra. The company was manufacturing 40,000 vehicles on an annual basis, utilizing only 72 per cent of their capacity. It was a fully automated plant with close to 1500 employees and was manufacturing four major types of vehicles - two types of tractors, tempos and rickshaws. The company has maintained fairly good employee relations, since the commencement of its operations. Majority of its workforce was from Maharashtra itself (60 percent) and the rest from various parts of India. The workers had formed a union after five years of company’s inception and after a couple of years another one was formed. The workers were divided into two main unions, i.e., Datta Sangh Union and the Maharashtra Mazdoor Union.

The company had been signing the memorandum of agreement periodically every three years. One of the unions signed the agreement and the other had issues with the agreement and did not perceive it as fair – a new clause was incorporated to increase and improve productivity to 75-85 per cent for which the incentive to be given was Rs. 280-Rs. 500 per month; no other factors were taken into account.

On a sunny May morning, the Dutta Sangh Union members stood near the factory gates and did not allow any worker to enter the premise. Two of the minor local political parties too supported the Union. The executives and the other staff did try to enter through the other gate though. The strike continued for a month, till the Chief Minister’s appeal was broadcasted on Doordarshan for the maintenance of peace and harmony and a reconciliation request between the management and the Union were sought. At the end of the long month most of the workers lost the energy to continue the strike and the local political parties also relented.

The management maintained its composure throughout the strike. It did not succumb to the pressure tactics that were thrown to its face by the union, police, political parties and few occasions the press too. It maintained its stand on the ’productivity’ front.

The other union that did not support the strike was supported by the management. Above all the strike was declared illegal by the labour court and morale of the union was all time low too. Routine work commenced after a month.

**Questions**

Q4 a) What do you think about the management’s decision on productivity-based pay? **(5 Marks)**

Q 4 b) Where did the Dutta Sangh Union workers go wrong? **(5 Marks)**

Q 4 c) What advice would you have given them? **(6 Marks)**