|  |  |
| --- | --- |
| **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 (January, 2024)** | |
| **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.** Viva International is one of the world’s leading FMCG firms. It has an impressive presence in India and is the market leader in skincare, haircare, and soaps in the country. The firm initiated an emphasis on a stronger linkage between performance and pay in 2006. With 2009 being the year of uncertainty, the firm has created special teams to identify the areas of cost-cutting to drive business competitiveness in India. In an uncertain market scenario and as part of a cost-cutting drive, the firm is planning to restructure its compensation system to make it more performance-driven.

You have been hired as a consultant by Viva International to design a performance-driven compensation program for its India arm that will strengthen the performance culture, enhance employee motivation and reduce costs.

a) Illustrate your recommendations to Viva International. Support your recommendations with suitable concepts and principles of compensation management. Also, discuss the pros and cons of a fixed versus variable compensation system. **(6 Marks)**

b) Apply the concept of compensation management to explain the equity and objectivity in the compensation system proposed. **(6 Marks)**

**Q2** Nikita’s supervisor Ravi is constantly harassing her. Her co-worker Nandita asks her to file a complaint with the Internal Committee. However, Nikita refuses to file a complaint because of the fear of losing her job. Tired of seeing her friend’s plight,  Nandita leaves an anonymous complaint at the desk of one of the Internal Committee members. She gives the details of the incident and the name of the harassed and harasser.

As per the POSH Act, the Internal Committee cannot initiate an inquiry over an anonymous complaint. Hence, they decide to speak to Nikita about the incident. Nikita agrees that what is mentioned in the complaint is true but refuses to file a complaint.

This puts the Internal Committee in a difficult situation. IC cannot initiate an inquiry in the absence of a written complaint. But at the same time, knowing well that sexual harassment has taken place, IC not taking any action here will defeat the purpose of its existence.

Explain how IC would handle the situation. **(7 Marks)**

**Q3.** Differentiate between the concepts of job analysis and job description. Examine the importance of job description in HR functions such as recruitment, selection, and training.

**(6 Marks)**

**SECTION - B**

**Q4.**

Smith and Jones, a medium-sized manufacturer of medical devices that started operations in 2013, has its Head Office in Bangalore. Because of a recent downsizing of a public sector Aeronautical firm, each job opening at Smith and Jones attracts five times more applications than it did two years ago. An engineering position is likely to generate 300 applicants. It is expected that under these conditions finding employees would be easy. However, the selective lay-offs during downsizing has created the need for people to seek new career paths. Suppose you have the major responsibility for filling the job openings for engineers at Smith and Jones.

Describe the HR plan for getting the best people in this scenario. **(7 Marks)**

Illustrate the tools and techniques you would use in the process. **(8 Marks)**

Make suitable assumptions and give the rationale for the answer.