**JAIPURIA INSTITUTE OF MANAGEMENT, INDORE**

**PGDM**

**SECOND TRIMESTER (Batch 2019-21)**

**END TERM EXAMINATION, DECEMBER-2019**

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

**INSTRUCTIONS:**

All questions are compulsory.

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Sec-A

JACK NELSON S PROBLEM

As a new member of the board of directors for a local bank, Jack Nelson was being introduced to all the employees in the home office. When he was introduced to Ruth Johnson, he was curious about her work and asked her what the machine she was using did. Johnson replied that she really did not know what the machine was called or what it did. She explained that she had only been working there for 2 months. However, she did know precisely how to operate the machine. According to her supervisor, she was an excellent employee.

At one of the branch offices, the supervisor in charge spoke to Nelson confidentially, telling him that something was wrong, but she didn’t know what. For one thing, she explained, employee turnover was too high, and no sooner had one employee been put on the job than another one resigned. With customers to see and loans to be made, she continued, she had little time to work with the new

employees as they came and went.

All branch supervisors hired their own employees without communication with the home office or other branches. When an opening developed, the supervisor tried to find a suitable employee to replace the worker who had quit.

After touring the 22 branches and finding similar problems in many of them, Nelson wondered what the home office should do or what action he should take. The banking firm generally was regarded as being a well-run institution that had grown from 27 to 191 employees during the past 8 years. The more he thought about the matter, the more puzzled Nelson became. He couldn’t quite put his finger on the problem, and he didn’t know whether to report his findings to the president.

**Questions.1** What do you think is causing some of the problems in the bank’s home office and branches? Do you think setting up an HR unit in the main office would help?

**(8 Marks)**

**Questions.2** What specific functions should an HR unit carry out? What HR functions would then be carried out by supervisors and other line managers? **(8 Marks)**

**Sec B**

**Questions.3** “Structured interviews, regardless of content, are more valid than unstructured interviews for predicting job performance” Discuss with two examples. **(8 Marks)**

**Questions.4** Do you think companies can really do without detailed job descriptions? Why or why not? In a company with only 25 employees, is there less need for job descriptions? Why or why not?

**(8 Marks)**

**Questions.5** An integrated approach to conducting employee training, measuring employee performance, and providing appropriate compensation to motivate employees is highly desired.

Please comment with suitable examples. **(8 Marks)**