

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) –201306
POST GRADUATE DIPLOMA IN MANAGEMENT (2025-27)
MID TERM EXAMINATION (TERM -II)

Subject Name: **HRM**

Time: **01.00 hrs**

Sub. Code: PG201

Max

Marks: **20**

Note: All questions are compulsory.

Read the following case and answer the following questions:

10×2 = 20 Marks

Kindly write the all the course outcomes as per your TLEP in the box given below:

CO1- Understand the Role and Relevance of Human Resource Management (HRM) and contemporary HR Trends in business
CO2- Explain the process of Human Resource Planning (HRP) and its significance in aligning organizational needs with workforce capabilities.
CO3- Evaluate various talent acquisition, recruitment, and selection methods, and determine how emerging trends impact job design and recruitment strategies.
CO4- Design effective learning and development programs by assessing training needs, selecting appropriate training methods, and evaluating their effectiveness in a changing technological environment.
CO-5 Apply traditional and modern performance appraisal techniques and compensation strategies to enhance employee performance and organizational growth.
CO-6 Analyze the impact of labor laws, trade unions, and collective bargaining on employee relations and workplace ethics.

Case- In December 2025, IndiGo — one of India’s largest airlines — faced a severe operational crisis. The airline had to cancel and delay hundreds of flights across major airports due to a shortage of cockpit crew and cabin staff, triggered by the implementation of stricter pilot rest norms (the new crew rostering and duty-time limitations mandated by the regulator). A professional pilots’ union accused IndiGo’s management of a “lean-staffing” strategy, arguing that though the stricter rules were known well in advance, the airline failed to recruit sufficient reserve / buffer staff or adjust its staffing model accordingly. (CO1)

Current management challenge:

The top leadership of IndiGo — including its HR and operations heads — has been asked to ensure that such failures never recur. They must re-build crew planning and recruitment strategy to comply with regulatory duty-time norms, restore employee morale, and align HR practices with the company’s business and growth ambitions.

Questions:

1. Using Dave Ulrich’s HR roles model, which HR role(s) should IndiGo prioritise now and why?
2. As an HR strategist for IndiGo, what strategic HR intervention(s) would you propose to prevent such a crisis in future?

Case - Amazon India is preparing to launch a new same-day delivery service across Tier-1 cities. To ensure smooth operations, Amazon needs to hire a team of Last-Mile Delivery Supervisors who will oversee delivery associates, coordinate routes, handle customer escalations, and ensure safety compliance.

However, since this role demands a mix of technical know-how, leadership skills, and real-time decision-making, the HR team faces challenges in designing an effective selection process. The company wants to ensure they hire candidates who can handle pressure, manage teams, and maintain service quality.

As the HR Manager, you are tasked with recommending a structured and reliable selection process that will help Amazon shortlist and select the most suitable candidates for this critical role. (CO2)

Question: Based on the caselet, explain the selection process in detail of Amazon India should follow for hiring Last-Mile Delivery Supervisors.

Kindly fill the total marks allocated to each CO's in the table below:

COs	Marks Allocated
CO1	10 Marks
CO2	10 Marks

Blooms Taxonomy Levels given below for your ready reference:

L1= Remembering

L2= Understanding

L3= Apply

L4= Analyze

L5= Evaluate

L6= Create