

## MBAFT– November 2021

Examination : MBA (FT) Ist year, Ist Semester, November 2021

Paper No. : MBAFT-6106

Paper Title: Human Resource Management

**Total Marks : 70**

**Time: 3 Hours**

**Instructions: Attempt ALL questions. All questions carry equal marks.**

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Q1. Beginning from the year 2020, Human Resource (HR) professionals are facing more challenges than at any other time in history. A global health crisis, layoffs, mental health crises, social unrest and an economic downturn are just a few of the key issues that have kept HR professionals up at night. Unfortunately, it appears that this disruptive period of workplace change will continue. This means organizations must carefully consider the implications of the major HR challenges of 2020 and 2021 as they begin prototyping new workforce models. The imperative for leaders now is to evaluate the impact each of the HR trends will have on their organization's operations, strategic goals and competitive position.

- a) As COVID-19 resets major work trends, identify (only list) **FIVE** top focus areas that have emerged as key thrust areas for HRM fuelled by the pandemic. Briefly explain how these key thrust areas have led HR leaders to rethink workforce and employee planning, management, reward and performance strategies, and other HR functions.
- b) Discuss the opportunity that the re-positioning of HR function and HR practices provide to firms to leverage competitive advantage during these challenging times.

**[7+7]**

Q2. Illustrate the relevance of organizational culture in managerial selection? If, for example, an organization has low tolerance for employee/managers using unethical business methods, interviewer may ask questions to identify that the candidate has high degree of integrity or ethically inclined values. **List any THREE values** (organizational values that are compatible with individual values) that you would like to verify with the candidates (e.g. integrity as illustrated above) during the selection process. **List a set of 3 questions against each value** (your answer should follow the following format);

| S.No. | Values (Total 5) | Interview questions (a set of 3 questions for each value) |
|-------|------------------|---|
|       | e.g. Integrity   | 1.<br>2.<br>3.  |
|       |                  |   |

**[14]**

- Q3. Organizations have several tactics to choose from to cope with Human Resource (HR) shortage or surplus. The following table lists some of these tactics;

| S.No.                       | Tactics                                | Definition/Meaning | Advantage | Disadvantage |
|-----------------------------|--|--------------------|-----------|--------------|
| <b>Managing HR shortage</b> |  |                    |           |              |
| 1.                          | Hiring contingent workforce            |                    |           |              |
| 2.                          | Hiring new full-time employees         |                    |           |              |
| <b>Managing HR surplus</b>  |  |                    |           |              |
| 1.                          | Layoffs                                |                    |           |              |
| 2.                          | Early/ Voluntary retirement programmes |                    |           |              |

- a) Briefly explain each of the listed tactics, and list **ONE advantage and ONE disadvantage** of each (**your answer should be in the tabular format as given above**);
- b) Citing the example of a firm you are familiar with, discuss the tactic (surplus/ shortage) the firm utilized during the Covid-19 pandemic. According to you, which considerations (e.g. industry, organizational and environmental) dictated the choice of the tactic?

[7+7]

[OR]

Providing the highest-quality products and the highest level of customer service are two of the core values of Michael's Coffee and Desserts. This chain of gourmet coffee and pastry shops was started in Greater Kailash, New Delhi, by a mother-and-son team. The vision for the concept came after the son despaired of finding cakes 'just like mom makes' when he had to travel on business. Now the company has shops in 10 upscale markets of Delhi and is considering opening shops in other states of the country. The company plans to continue expanding by adding at least two new shops each quarter for the next three years. Each shop has one manager and 6 to 10 associates. The company recognizes the need to ensure that training on quality and service is delivered consistently across all operations. The owners see this training as a key ingredient in achieving their vision of "being the favourite place to meet for dessert and coffee". Further, in addition to training shop managers and associates, Michael's wants to put together a programme to ensure that current shop managers will mentor and develop future shop managers. Associates are typically high school and college students and retirees. The current goal of the management team is to develop a training and development programme for Michael's shop managers that will be the best in the industry and that will be offered across the country.

- a) You are the training manager of Michael's Coffee and Desserts who has been assigned to design and impart training on 'quality and service' to shop managers. **Prepare a TWO day (four session, two sessions per day) off-the-job training programme schedule specifying:**  
*(i) Training Goal (ii) Session topics (iii) Session Objectives*
- b) In keeping with the vision and core values, **suggest FIVE performance indicators** to the owners of Michael's Coffee and Desserts for evaluating training effectiveness (prior to and after the training)?

[7+7]

- Q4. In the pre-pandemic era, 85% of companies linked performance with salary. Today, many companies are considering moving away from this trend. For instance, Facebook gave all its full-time employees the same “exceeds expectations” performance review in the first half of 2020, along with their bonuses. However, Facebook could adopt this approach due to its stellar performance amid social distancing and stay-home practices. Not all organisations had it that good. Some companies face a lopsided business environment, with certain verticals going stronger than before and some departments struggling desperately just to remain afloat.

Many companies are doing away with annual ratings-based appraisals in favour of continuous and comprehensive monitoring. With many line managers and workers not present in the same office, this has become even more important. With the widespread adoption of work from home (WFH) model, firms have been struggling to evaluate employee performance in a remote setup. Understandably, formal performance appraisals, once considered the most important employee motivator, has been a hot topic among C-suite executives in this new normal.

**As firms reinvent their performance management process, discuss the trends that are likely to form the basis of performance management for the years to come. Identify the major perspectives of Balance Scorecard approach. Discuss whether Balanced Scorecard framework will continue to be relevant in the present context.**

[14]

[OR]

W.L.Gore & Associates is a company well known for its GORE-TEX fabric for formal wear. In 2018, the company ranked 5<sup>th</sup> on Fortune’s list “100 Best Companies to Work for.” It was the eight year in a row that the firm had made the list. One of Gore’s hallmark is innovation. Rather than job titles, bosses, and organization charts, Gore uses a team approach, with leaders, sponsors and team members.

The goals of Gore’s compensation plan are internal fairness and external competitiveness. Gore uses two approaches to achieve these goals. The first is straightforward, and typically used by companies: comparing pay at Gore with pay for comparable jobs at other companies. That takes care of the external competitiveness part. It is the internal competitiveness part that is different at Gore. The process works like this: Associates (co-workers) on the same team rank each other based on contributions to the company for the year. Team members can provide comments to support their rankings and identify strengths or areas of improvement of the associates they rank. This information is then used for determining raises.

**Do you think Gore can achieve its goals of internal fairness and external competitiveness with the two approaches used? Suggest approaches for ensuring that a compensation process is equitable for employees.**

[14]

- Q5. A sudden shift to remote work has reshaped the way HR functions. Overtime, HR leaders must move from response to resilience and strategically plan for the future of work, whatever that may be. As the governments start to roll back Covid-19 restrictions, and companies and workers start to firm up their office return plans, one point is becoming clear: The future of working

from home (WFH) is hybrid. In a research study it has been found that about 70% of firms, from tiny companies to massive multinationals like Google, Citi, and HSBC, plan to move to some form of hybrid working.

**With respect to hybrid working, one question is controversial, that is, how much choice should workers have in the matter? Discuss giving justification in support of your position. Explain your rationale with reference to the soft (Harvard) and hard (Michigan) models of Human Resource Management.**

**[14]**

**[OR]**

Discuss the dynamics of the relationship between Trade Unions, management and the State in the maintenance of industrial relations harmony. In the Indian context, as the government (State) is trying to woo the private sector investment, in what ways has the relationship between the three changed over the years and why? Discuss with respect to the Dunlop's model.

**[14]**