

FACULTY OF MANAGEMENT STUDIES, UNIVERSITY OF DELHI
MBA (FT) (1ST YEAR 1ST SEMESTER) EXAMINATION
NOVEMBER 2014

PAPER: MBAFT-6106: HUMAN RESOURCE MANAGEMENT

Time: 3 hours

Max. Marks: 50

ANSWER ALL QUESTIONS. ALL QUESTIONS
CARRY EQUAL MARKS

1. Marigold Private Limited is a family owned business, with its head office in Jaipur. Mr. Jain, currently the CMD of the company, began his business as a trader of spices and condiments. Steadily the company grew from being a small trading house to a large sized company with 2 factories in rural Rajasthan, producing a popular brand food products (spices, condiments, ready to cook food mixes) that are sold across India and exported. As the business grew, Mr. Jain's asked both his sons, Piyush and Prateek, first generation graduates in the family, to help the business. Piyush looks after the production and procurement; whereas Prateek is responsible for sales, distribution and marketing. The elder Jain managed finances and personnel. A personnel manager Ms. Neha, a relative of the Jains, handled the day-to-day administrative functions and directly reported to the elder Jain. Personnel section primarily handled administrative routines such as attendance, pay roll, statutory compliance, employee welfare (loans, gratuity, ESI, medical benefits), leave, bonus, personnel records, etc. Except for some administrative rules/ procedures, the company does not have any formal human resource management system. Apart from factory workers and supervisors, the company also employed a substantial number of executives in sales, finance and other staff functions. Almost all executives are handpicked by the Jains. Since it was a closely controlled company hiring, termination, transfers, and employee benefits are discretionary. Promotions is based on seniority and feedback from supervisors. Company rarely sent any employees on training; only managers were deputed to some programs. Employees formed a union, but even after a decade the company refuses to recognize it. Employees have little say in the company affairs. Company sometimes paid fixed bonus sometimes only festival allowance (Diwali). Company did not have any system of performance evaluation, managing grievances or indiscipline.

As the company grew in size (staff), several issues cropped up over the years. High attrition among executives (especially professionals) is a major concern. Arguments and physical clashes between employees and supervisors, and among employees has become a common occurrence. Murmurs of favoritism and victimization of employees by managers has grown louder. Employees / supervisors who criticized the company were told to leave. It was alleged that you need to be a sycophant in order to survive in the company. Executives often felt frustrated or humiliated when their decisions were overturned by the brothers. They felt that there is no future for them in the company. A state level trade union has been threatening to launch agitation if the company does not recognize the company union. Two recent incidents made the Jains to ponder on what's going wrong in the company. In the first incident, a hardworking

senior manager, responsible for a number of good business deals, was superseded by a relatively younger manager, who it is said is a confidante of Prateek. The manager resigned after senior Jain failed to intervene. This incident triggered a lot of anxiety among other managers. In the second incident, one of the worker was given termination notice, at the instance of a supervisor. The supervisor accused the employee of insubordination; whereas other employees alleged that the employee was merely objecting to the supervisor's abusive language. Other employees got agitated and marched up to the factory manager. The elder Jain intervened, reinstated the employee but transferred him to a less important role. But no action was taken against the supervisor. The workers have been fretting over this incident.

Read the case carefully. Analyze the major reasons for the HR situation in Merigold? If you were to advise the Jains, make **FIVE** major recommendations on what they should do and explain the logic of your recommendations?

2. Illustrate the relevance of organizational culture in managerial selection? If for example, your organization has low tolerance for employees/ managers using unethical business methods, what set of questions will help you identify that the candidate has high degree of integrity or ethically inclined values? List any **FIVE** values (organizational values that are compatible with individual values) 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 (*you may answer in the following format*)

Value (5)	Interview Questions (a set of 3 questions against each value)
Integrity / Ethically Inclined	1. 2. 3.

3. Flamingo Pvt. Ltd. recently acquired a loss making company that manufactured power switches and household electrical goods. The company hired ABC consultants to develop a plan for consolidation and integration. Mr. Saurabh, a senior associate (HR-OD) with ABC and his team was tasked with restructuring the newly acquired company, before integration process could take place. One of the critical tasks assigned to Saurabh's team is to identify defunct hierarchies or functional units and thereby surplus workforce, if any. He is also expected to provide options to the company for downsizing of the workforce. Almost 70% of the workforce in the acquired company are workmen and supervisors. Saurabh is fully aware that 'surplus' among supervisory/ managerial staff is easy using performance evaluation system. But absence of such system for workers would mean the task of identifying the redundancy will be more difficult. If you were part of Saurabh's team, how would you approach the entire task of identifying the defunct hierarchies, workforce redundancy and downsizing strategies?

Organizations are increasingly recognizing the importance of measuring the outcomes from training and development activities. Traditionally training was viewed in sarcasm as 'paid holidays'. However, over the some years the organizations have developed an RoI approach to training. Organizations are using base-line data (of employee performance) such as proportion of complaints, errors, wastage, time delays, etc and are comparing it with post-training performance of employees to know the impact of training. If you were to conduct a training on 'Customer Communication & Customer Relations Skills' a) Prepare a 3-day training program schedule on the following format (Please indicate only topic of the session not the activities such as games, exercise, etc); and b) identify any FIVE performance indicators that you would compare prior to and after the training.

Day	09.00 – 10.30	10.45 – 12.45		13.30-15.00	15.15- 17.00
Day 1			Lunch		

4. Explain the dynamics of relationship between employer, employee and the state, in terms of their mutual expectations, roles and responsibilities, and the contextual situations. In Indian context, even as the government (state) is trying to woo private sector investment, should the state take a more sympathetic view of the employer and a more stringent view of trade unions? If yes, why? And if No, why not?
5. Srinath is a systems manager in an IT consultancy company. He is regarded as a hardworking and sincere person. His superior also considers him as an asset. Srinath would work extra hours and even on off-days at the (informal) request of his boss. But, whenever Srinath sought any leave or off-days, his boss would not sanction leave, saying he should spend more time in the company to learn. He was given only 2 days of leave for his own marriage. The company had a vacant position in project management team. Srinath wanted to apply for the vacant slot, as he felt that his technical domain would limit for his career in the company. However, when he sought a reference letter from his superior, his boss not only chided him on this, but gave negative remarks (such as not focused, insincere, less trustworthy, etc). Srinath was highly upset with this development, and did not report to work for the next two days. His boss called him and warned him that if he does not report to work in the following day, he will issue a show cause notice. Srinath was crestfallen. One of his colleagues advised him to speak to HR and file a grievance complaint. What should Srinath do? What is a grievance redressal mechanism? Illustrate various stages of a grievance resolution.

(OR)

Illustrate the following performance evaluation formats:

- a) Graphic Rating Scale
- b) Behaviorally Anchored Rating Scale (BARS)
- c) Dimensions of Balanced Score Card System