

FACULTY OF MANAGEMENT STUDIES, UNIVERSITY OF DELHI
MBA (FT-I) EXAMINATIONS: NOV., 2020
(Paper Code 410901106)

PAPER: MBAFT: 6106: HUMAN RESOURCE MANAGEMENT (NEW)

Time: 3 Hours

Max. Marks: 70

ANSWER ALL THE QUESTIONS. READ THE QUESTIONS CAREFULLY AND ANSWER STRICTLY TO THE QUESTIONS. COPYING ONLINE INFORMATION WILL BE PENALISED

Q. No.	Question	Marks
1	<p><i>"The recent pandemic has only exposed the exploitative nature of India Inc. Contract labourers from factories were terminated and suffered during the lockdown without economic means to support themselves. Organizations that flaunt CSR were seen abandoning their own workers. Even the IT and services sector companies have become exploitative in the name of work-from-home (WFH)- seeking long hours of work even on weekends. Families are on tinderbox due to WFH. Mental health in the form of depression, frustration and even domestic violence are increasingly reported. The 'new normal' of WFH is creating faceless organizations. Without comradeship or emotional connect with the work place, organizations cannot create identity and instil organizational values. How can employees, who were abandoned during their hour of need, respond to employee engagement initiatives or commitment and loyalty to the organization?"</i></p> <p>The above paragraph identifies only some of the issues of managing people in organizations during the pandemic. Identify any FIVE key challenges of managing people in manufacturing and service industries (5 each). How should organizations address these challenges today and in future? (e.g. issue of mental distress)</p>	10
2	<p><i>ABC is one of the most admired MNC audit firms. Founded in 1940s in France, the company is known for its strong adherence to FIVE core values. These are: Integrity, Team Spirit, Customer Value, Public Good, and Self Discipline. The company hires more than 20 management graduates every year from top B-Schools in India. The selection process is rigorous. They hold three rounds of interviews namely Technical (1st round); Value congruence (2nd) and Value adherence (3rd). During 2nd round a number of situational issues are raised (as a matter of conversation) and the candidate is assessed for value congruence with the organization. In the 3rd round, several situational dilemmas are given and the candidate is assessed for consistency of answers (from the 2nd round), as a measure of value adherence.</i></p> <p>Assume that you are part of the interview panel. You have been asked to develop a minimum of one situation and one dilemma for each one of the FIVE values mentioned above to be posed to the candidates (for 2nd and 3rd round interview). And what answers would you be expecting to judge the candidates?</p>	10

3	<p>The following is the Job Description of a Regional Sales Manager of an FMCG company. Identify any three Key Result Areas (measurable outputs or KRAs) and 7 Key Performance Areas (KPA's or Competencies) from the performance evaluation perspective. Define each one of the KRA and KPA; and how would you measure them?</p> <p><i>Job Profile of Regional Sales Manager: Develop Sales plans/ volumes and plan for budgets and resources to achieve or exceed the annual sales targets/ objectives for the company.; Monitor and control the sales budget and resources to ensure optimum utilization of resources in the region; Generate sales of company products in the region through a team of salesmen in order to achieve or exceed the annual sales targets; Conduct regular market visits to logistics, supply chain, check route coverage, competitor activity and continuously search for new opportunities in order to increase sales in the region; Provide distributors and customers in the region with information about new or improved products and services in order to improve sales in the region; Develop and maintain an efficient distribution network to ensure the comprehensive availability of company's products and services across the region to achieve or exceed the sales targets; Establish and ensure that all sales administration procedures relating to the region are properly implemented to support the sales teams in their efforts to accomplish the sales targets; Co-ordinate and follow up with the storehouse supervisor to ensure that adequate inventory stock of product is maintained for the Region in order to meet the sales delivery schedules and provide the distributors with superior levels of service and meet the needs of the customer; Liaise with the Marketing team to ensure that adequate marketing support by way of merchandising and promotions is available in the region in order to provide brand visibility and promote sales in the region; Develop necessary competencies among regional sales team, develop appropriate management and organization structure, ensure adequately skilled and motivated staff, and ensure appropriate training to meet all job requirements; Provide leadership so that staff are well motivated and engaged to stay and contribute effectively to the organization; Ensure effective coordination between the sales team with key stakeholders such as distributors, channel partners, quality and inventory control team, and customer relations division. Knowledge of planning and forecasting sales, budgeting and resource planning, distributor / channel partner management, sales promotion, assessment of business opportunities, and managing sales team; Negotiate with vendors, distributors, dealers.</i></p>	10
4	<p>If you had a choice of working for a firm that offers you a higher pay but little in terms of non-monetary rewards versus a firm that offers you a lower wage but many opportunities to draw non-monetary rewards, which one would you choose to join and why? Explain the why in detail.</p>	10

5	<p>Assume that you are the Director (Sales operations) in a large multi-brand retail store chain. On your desk is a report from customer feedback cell. The report is damning. Some of the comments from the customers are:</p> <ul style="list-style-type: none"> • <i>“the counter staff judge on our buying capacity and directly ask what is the price range we are looking for”</i> • <i>“they seem to think that we are flea market customers who have come to a wrong store”</i> • <i>“they just show items around them and do not explain anything”</i> • <i>“they wink at each other when I ask for certain brands”</i> • <i>“I heard them ridicule another customer who spoke in a particular dialect”</i> • <i>“she just left me, to attend another customer who enquired about a premium brand”</i> <p>Despite spending considerable resources in training and retraining of sales staff, the customer feedback seems to be un-changed for the past few years. What would you do? Provide a detailed corrective measure you would initiate</p>	10
6	<p>During the past decade, workforce in manufacturing companies largely consist of temporary employees or contract workers.</p> <p>a) Is this healthy to a country like India, where labour rights are not adhered to, social security is not available, and exploitation is common? Explain your views</p> <p>b) How this trend would affect any TWO of the following?</p> <p>(i) Legal obligations of the employer towards employees?</p> <p>(ii) Employee’s legal rights (e.g. job security)?</p> <p>(iii) Nature of relationship between Employer, Employee and the State?</p>	5+5= 10
7	<p>What metrics would be used to calculate the number of staff needed in the following work places (for example, number of teachers required in a college may be estimated using total hours of teaching different subjects per week or teacher student ratio). Identify at least TWO indicators (metrics) for any FIVE of the following with explanation of each metric:</p> <ol style="list-style-type: none"> Number of customer service executives in an e-commerce portal Number of duty doctors in an out-patient department of a large hospital Number of sales counter staff in a large multi-brand retail store Number of inflight stewards in an airlines company Number of tellers / counter staff in a retail bank Number of house-keeping staff in a Hotel 	2x5= 10