

School of Business**Master of Business Administration MBA Dual Specialization
Semester End Examination - Jun 2024****Duration : 180 Minutes
Max Marks : 100****Sem II - D1PK203T - MBDS5015 - Human Resource Management***General Instructions**Answer to the specific question asked**Draw neat, labelled diagrams wherever necessary**Approved data hand books are allowed subject to verification by the Invigilator*

- 1) Determine the several reasons of wrong selection of manpower. How can wrong selection be eliminated? K5(5)
- 2) Apply the concept of strategic HRM in human resource management. How can HR managers align HR practices with organizational goals and objectives, and develop strategic initiatives that contribute to the organization's long-term success and competitive advantage? K3(6)
- 3) You are the Director-HR of a logistics MNC company. The board of directors has asked you to put up to them draft 'Job Description' for a 'Ware house Manager'. Make assumptions and put up the Job Description. K4(8)
- 4) Analyze a situation where resistance to change is hindering the adoption of new technology introduced through a training program. How would you address this resistance and encourage employee buy-in? K4(8)
- 5) If you were to introduce a new employee wellness program in the organization, identify what aspects of HRM would you need to consider to ensure its success and alignment with the company's objectives? K3(9)
- 6) A technology start-up based in Silicon Valley is adopting a polycentric approach to its international HR management strategy. As the HR leader, how would you empower local subsidiaries in Europe and Asia to make HR decisions tailored to their specific cultural and regulatory contexts? How would you plan to foster a sense of ownership and accountability among local HR teams while ensuring alignment with the company's overall mission and values? K3(9)
- 7) Your company is undergoing a digital transformation, and there is a need to realign the organization's structure and talent management K5(10)

practices to support the transition. As the HR planning leader, explain how you would collaborate with senior management to define strategic objectives, redesign job roles and responsibilities, and implement change management initiatives to optimize workforce performance and achieve digital transformation goals.

- 8) You are the HR manager of a well-established manufacturing company that is facing challenges related to an aging workforce. A significant portion of your employees is nearing retirement age, posing risks to the organization's continuity and knowledge retention.

K4(12)

Question:

In light of the aging workforce challenges, outline a human resource plan to address succession planning, transfer knowledge from retiring employees to younger generations, and ensure continuity in critical roles (6 marks).

Analyze the strategies you would implement, such as mentorship programs, knowledge transfer initiatives, talent development, and recruitment strategies, to mitigate the impact of retirements and sustain organizational performance and innovation (6 marks).

- 9) More Benefits Please

K5(15)

"You HR people seem to have no other work", shouted Praveen, the Managing Director of Apex Financial Services. "You keep coming with great ideas on how to spend money. Where is the money? Now get me the hard facts on why we should change our benefits plan?" continued Praveen. He has reasons to lose his cool.

Chetan, the HR manager, felt it was time to review the benefits and hence he mooted the idea before his boss.

Chetan did not expect Praveen to be so intemperate, but he was a bit comforted when Chetan was asked to get back with facts to justify revision of benefits.

Back in his office, Chetan called in Maya, his deputy, for help.

Questions

Assume you are a part of the HR team assigned by Chetan and Maya to survey the present range of benefits offered by Apex Financial Services:

(i) Evaluate and design the questionnaire to survey keeping the following points in mind: (8 Marks)

(a) Employee perception of the company's present benefits programme,

(b) The ranking employees give to existing or alternative benefits, and

(c) Any changes employees want to be introduced to the present programme.

(ii) Using Maslow's hierarchy of needs, analyse the employee ranking of benefits. (7 Marks)

- 10) Mr Ravi Kumar has been with Akash Cements Limited for the past

K6(18)

26 years and still has five more years of service in the company. He is a senior technician in the production department. He is known for his commitment and his supervisors and managers have had high regard for him. He has maintained an unblemished service record in his entire career and has been disciplined in the past only for complaints like late attendance and availing leave without prior permission. As regards the disciplinary actions taken in this regard, he was counselled by his supervisors immediately after the occurrence of these misconducts. As such, no written reprimand was served on him for these minor offences. Thus the personnel file of Ravi was devoid of any serious complaints against him. until a serious misconduct was reported against him last week.

Last Saturday, when Ravi Kumar was busy arranging the machine and materials before commencing production, he picked a job-related quarrel with Rakesh Ray, a co-worker in the designation of a machine assistant, regarding work sharing for that day. What started as a wordy duel soon developed into a full-fledged confrontation. Finally, it ended up in a physical brawl between these two employees. In the process, Ravi Kumar dealt some injuries to Rakesh Ray. The latter had to be given first aid and leave with pay for that day. Since the duty supervisor was away from the work spot due to his scheduled meeting with the manager, the supervisors had to depend on the statements of the witnesses, all of whom were unanimous in their view that Ravi Kumar was primarily responsible for the incident as he had been the first one to use physical force and Rakesh Ray had merely defended himself. However, the employees were aware neither of the exact conversation between them before the scuffle nor of what enraged Ravi Kumar.

The code of conduct of the company was clear about how a case of fighting must be dealt with. It recommended an emergency suspension of the employee involved in the fighting pending enquiry.

However, the duty supervisor was not in favour of suspending Ravi Kumar immediately as he perceived no danger from him and was also aware of his past record. Moreover, he was afraid that this harsh punishment could affect Ravi Kumar's performance. He recommended to the HR manager that Kumar be allowed to work till the disciplinary proceeding was over and its outcome was known. The HR manager was against the opinion of the supervisor for he felt that this concession could set a bad precedent and, thus, weaken the disciplinary system of the organization. The management is in favour of helping Ravi Kumar without violating the discipline code of the company.

Questions:

1. Develop an analysis of the recommendation made by the

supervisor regarding the suspension of Ravi Kumar, considering factors such as the severity of the incident, Ravi Kumar's past record, potential impact on his performance, and adherence to company policies on disciplinary actions. (6 Marks)

2. Discuss the approach you would take to address the issue if you were the HR manager of this company, considering the need to balance disciplinary measures with employee welfare and the maintenance of organizational discipline and values. (6 Marks)

3. Design a plan to help the management in resolving the disciplinary issue in line with their wishes, outlining strategies such as conducting a fair and impartial investigation, providing support to both Ravi Kumar and Rakesh Ray, implementing appropriate disciplinary measures while considering Ravi Kumar's past record, and communicating effectively with all stakeholders involved in the process. (6 Marks)