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| **Semester: Sep 23 to Dec 23**  **Maximum Marks: 50 Examination: ESE Exam Date: 20/12/2023 Duration: 3 hrs** | | |
| **Programme code: 08**  **Programme: Executive MBA** | **Class:** FY | **Semester/Trimester: 1** |
| **College:**  **K. J. Somaiya Institute of Management** | **Name of the department/Section/Center:**  HR & OB | |
| **Course Code:** 217P08C108 | **Name of the Course: SHRM** | |
| **Instructions: Attempt any 5 questions** | | |

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| **Question No.** |  | **Max.**  **Marks** |
| Q1 | In January 2023, Harshvendra Soin (Soin), Global Chief People Officer of India-based large market capitalization (Large-cap) Information Technology (IT) Services Company, Tech Mahindra Limited (TML), claimed that the company had hit an internal fulfilment rate of around 66%, said to match the “best in the industry” i.e., 66% of its vacant positions were filled by internal recruitment.  TML had been focusing on internal fulfilment of job positions instead of hiring external candidates for some time to control its Average Resource Cost (ARC) and employee expenses. Soin said, “We’ve succeeded in doing this (manpower count) thanks to a lot of automation in IT, alongside improving internal fulfilment sizably, by up to 66%.”   1. What are the pros and cons of ‘bringing in an outsider’ and ‘promoting from within’? 2. Discuss the probable impact of such decisions on the morale of the employees and attrition levels in the organization. | 10 |
| Q2 | The local Oreck vacuum store was owned by Mr. Patkar who classified himself as a super salesman and took great pains in training his sales force on how to close a deal. The training consisted of On-the-Job Training (usually watching Mr. Patkar go through several Oreck vacuum presentations) coupled with take-home material, including a sales script and product information.  There were two distinct revenue streams: sales, which accounted for 90% of the revenues (predominantly of vacuum cleaners), and repair work. The average wage earned by employees at the store was considered fairly low in the area. The sales force employees received a straight salary of only Rs 15000 a month plus benefits (complete medical and dental coverage, two weeks' paid vacation, no sick or personal days, unpaid holidays when available) and earned a commission of 2.5% of gross store sales over Rs 70000 a week.  Third-party exit interviews with several of the ex-employees indicated that the owner put inordinate pressure on them to sell products and services to the customers. “I felt like I always had to sell the customer something whether they needed it or not. Mr. Patkar felt that you could always find a way to overcome customers' objections, even if it meant using pressure sales tactics. I wanted to build up customer loyalty for the store over the long run, but you can't do that by browbeating consumers into sales just to try to make commission. A straight weekly salary would have remedied that problem.” Other complaints included tying the commission into total store sales (rather than individual sales), working weekends without a pay differential, working six days a week, and the fact that the commission base was set higher than the store weekly average sales.  The owner indicated that many of the employees who left the job just did not seem to have the selling instinct needed for his sales force, and high turnover was therefore not only expected but desired in order to get the best salespeople. When questioned about the compensation package, Paulson replied, “This scheme is used to motivate my sales force. I want hungry employees who want to sell. If they do a good job in selling, they get rewarded—if they don't sell, they have a base salary to get by on. Many of my employees leave because they cannot sell enough to earn a commission. I know that it's hard to live on Rs 15000/ month, but I do not want to have employees who just sit around and collect a paycheck.”   1. Discuss the compensation system at Oreck Vacuum store using the Total Rewards concept. 2. Using either equity theory or expectancy theory, explain why Mr. Patkar’s compensation system may have been deemed as unfavorable by his former employees. | 10 |
| Q3 | At a time when the retail industry was undergoing rapid change and increased competition, Fossil Group knew it needed to find more efficient and effective ways to keep its managers focused on performance management and results. Fossil Group improvised its performance management system with the following steps:  Implementation of Balanced scorecard for goal setting  Introducing 2 mid-year reviews along with one end year Performance review  Using Behaviorally Anchored Rating Scales (BARS) for appraisal  As Fossil Group evolved its company-wide performance approach, they were happy to see immediate progress.   1. Discuss the impact of Balanced Score card implementation on alignment of individual goals with strategic goals. 2. What benefits could Fossil Group have gained out of increasing the frequency of performance reviews and using BARS for appraisal? | 10 |
| Q4 | Medtronic is a global medical technology company with more than 85,000 employees around the world. The company believes in development-oriented relationships and offers a wide range of career planning and development support tools which include mentoring programs, comprehensive on-site classes covering business, engineering, and science topics, tuition reimbursement scholarships, and online job listings so that the employee can seek out new career opportunities within the company.   1. How does an employer’s role in career management help maintain the psychological contract? What is the employee’s role in career management? 2. How has the perception of a Career changed in contemporary times as against its traditional understanding? Apart from upward or vertical growth to the top, what are the other ways for career progression- explain briefly. | 10 |
| Q5 | Jatin Shah, president of Apex Door, has a problem. No matter how often he tells his employees how to do their jobs, they invariably “decide to do it their way,” as he puts it, and arguments ensue between Jatin, the employee, and the employee’s supervisor. One example is the door design department, where the designers are expected to work with the architects to design doors that meet the specifications. While it’s not “rocket science,” as Jatin puts it, the designers invariably make mistakes—such as designing in too much steel, a problem that can cost Apex tens of thousands of wasted rupees, once you consider the number of doors in, say, a 30-story office tower. The order processing department is another example. Jatin has a very specific and detailed way he wants the order written up, but most of the order clerks don’t understand how to use the multipage order form. They simply improvise when it comes to a detailed question such as whether to classify the customer as “industrial” or “commercial.”  The current training process is as follows. None of the jobs has a training manual per se, although several have somewhat out-of-date job descriptions. The training for new people is all on the job. Usually, the person leaving the company trains the new person during the 1- or 2-week overlap period, but if there’s no overlap, the new person is trained as well as possible by other employees who have filled in occasionally on the job in the past. The training is the same throughout the company—for machinists, secretaries, assemblers, engineers, and accounting clerks, for example.   1. What do you think of Apex’s training process? Could it help to explain why employees “do things their way”? If so, how? 2. Explain in detail what you would do to improve the training process at Apex. Make sure to provide specific suggestions, please | 10 |
| Q6 | Write short notes on any 2 of the following.   1. Job Analysis 2. Manpower Gap Balancing strategies 3. Role of line manager in HRM | 10 |