School of Business

Bachelor of Business Administration Aviation Management
Semester End Examination - Aug 2024

Duration : 180 Minutes
Max Marks : 100

Sem III - D1UA302T/ BBAD2001 - 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) Mr. Raman works with IT Analytic firms located at Chennai. He believes Job analysis or work analysis is a family of procedures to identify the content of a job in terms of activities involved and attributes or job requirements needed to perform the activities. To provide strength to the believe of Mr. Raman, Plan an ideal Job Analysis process for his firm. — K3(3)

2) Analyse the mutifaceted impact of compensation components on employee motivation,considering both intrinsic and extrinsic factors. Examine how elements such as base salary, bonuses etc interact to influence the employee engagement and commitment. — K4(4)

3) A positive industrial relations climate contributes to increased employee motivation and commitment. When employees feel valued and their concerns are addressed, productivity tends to rise, benefiting both the workforce and the organization. Industrial relations are essential for creating a balanced, fair, and cooperative working environment, ensuring the interests of both employers and employees are taken into account and contributing to the overall success and stability of the workplace. Explain how cultivating a positive industrial relations climate interprets into heightened employee motivation, commitment, and productivity, benefiting both the workforce and the organization. Outline the ways in which industrial relations play a crucial role in creating a balanced, fair, and cooperative working environment, ensuring the interests of both employers and employees are taken into account for the overall success and stability of the workplace. — K2(6)

4) Apply how the Kirkpatrick taxonomy helps in determining the effectiveness of training programs, detailing the significance of each level (reaction, learning, behavior, and results) and develop how organizations can implement this framework to evaluate the impact of their training initiatives effectively. Provide real-world examples to support your analysis. — K3(6)

5) In a strategic move to elevate employee engagement and align individual aspirations with organizational objectives, XYZ Marketing — K3(6)

Agency has embraced the Management by Objectives (MBO) as its modern performance appraisal approach. In a collaborative effort between the HR department and department heads, a structured process of setting clear and measurable objectives is initiated, with these goals being cascaded down to every employee within the agency. To ensure continuous progress and feedback, managers conduct regular check-ins with their team members, fostering a culture of ongoing communication and development. At the culmination of the performance cycle, formal appraisal meetings are held, providing a platform for constructive discussions and contributing to a culture of open dialogue and continuous learning within the organization. The implementation of the MBO framework at XYZ Marketing Agency has proven instrumental in driving heightened employee satisfaction, fostering teamwork, and catalyzing improvements in the overall organizational performance. The commitment to aligning individual goals with the company's strategic vision has not only enhanced employee engagement but has also positioned the agency for sustained success in the dynamic marketing landscape. Question:-Construct a specific example of a SMART objective for XYZ Marketing Agency's marketing team within the framework of Management by Objectives (MBO) that actively contributes to the overall organizational goals. Develop a comprehensive outline detailing the practical steps required to accomplish this objective, and elucidate how the MBO framework plays a pivotal role in constructing and developing alignment between individual/team goals and the agency's broader strategic objectives.

6) Bharat Steel is a multinational company with a diverse workforce comprising employees from various backgrounds, cultures, and ethnicities. The company recognizes the importance of managing diversity effectively to create an inclusive and harmonious work environment. The HR department plays a crucial role in implementing strategies and initiatives to promote diversity and ensure equal opportunities for all employees. One of the challenges faced by Bharat Steel is addressing unconscious bias in the workplace. Despite the company's commitment to diversity, employees may hold implicit biases that can impact their decision-making and interactions. The HR department needs to develop training programs and awareness campaigns to educate employees about unconscious bias and foster a culture of inclusivity. Another challenge is managing cross-cultural communication. Bharat Steel operates in multiple countries, and employees often collaborate with colleagues from different cultural backgrounds. Miscommunication and misunderstandings can occur due to cultural differences in communication styles and norms. The HR department needs to provide training on cross-cultural communication and promote cultural awareness to enhance effective collaboration and teamwork. Additionally, Bharat Steel aims to create a supportive environment for underrepresented groups and ensure equal opportunities for career advancement. The HR department needs to implement policies and initiatives to address barriers that may hinder the progression of

K4(8)

underrepresented employees. This includes providing mentoring programs, networking opportunities, and fair performance evaluation processes to mitigate biases and promote inclusivity. Question : Analyse the challenges faced by Bharat Steel in managing diversity at the workplace? Explain how each challenge can impact the work environment and employee experiences.

7) CRR Industries Ltd., Eluru is producing electric bulbs, water coolers, air coolers and refrigerators. Recently it added a new line of production i.e. electric motors both for domestic and agriculture purposes. It needed one electrical engineer with B.Tech qualification to look after the new plant producing electric motor. Presently five electrical engineers with B.E. qualification as Assistant Engineers are working in the existing plant. The company advertised for the post of Chief Engineer (Electrical) for its new plant. It received twelve application out of which five are from the Assistant Engineers are working in the existing plant. The company used techniques of preliminary interviews, tests, final interview and medical examination and finally selected Mr. C.B. Sastry, employed in the existing plant of the company; He is fourth in the seniority list of the Assistant Engineers in the present plant. The company served the appointment order to Mr. Sastry and he joined as Chief Engineer in the new plant. But the three Assistant Engineers in the existing plan, moved the issue to the court of, law contesting that the selection of Mr C.B. Sastry is not, valid as he is not the senior one among the Assistant Engineers in the existing plant. Considering the scenario, how would you apply a decision-making framework to evaluate the extent to which the selection process ensured a fair and transparent assessment of internal candidates for the Chief Engineer position, emphasizing the balance between seniority and qualifications in the context of overseeing a new plant's operations?

K3(9)

8) Granite Corporation is a leading technology company that specializes in software development. Due to its rapid expansion, the company needs to hire additional software engineers to meet its growing demands. The recruitment and selection team at Granite Corporation is responsible for identifying and selecting the most qualified candidates to fill these positions. Recently, the team received a pool of resumes from various applicants with diverse backgrounds and skill sets. Among the applicants, two candidates stood out: Candidate A: Brian has a Bachelor's degree in computer science and three years of experience in software development. He has worked on several projects and has received positive feedback from his previous employers. However, Brian lacks experience in the specific programming language that Granite Corporation primarily uses. Candidate B: Sarah holds a Master's degree in computer engineering and has one year of experience as a software engineer. She has excellent knowledge of the programming language that Granite Corporation uses and has successfully completed a project using it. However, Sarah has not yet worked in a team-based environment. Question: As a member of the recruitment and selection team at Granite Corporation, which candidate would you recommend for further consideration, and

K3(9)

what factors would you consider in making your decision? Apply your rationale for explanation.

9) For Bata, labor had always posed major problems. Strikes seemed to be a perennial problem. Much before the assault case, Bata's chronically restive factory at Batanagar had always plagued by labor strife. In 1992, the factory was closed for four and a half months. In 1995, Bata entered into a 3-year bipartite agreement with the workers, represented by the then 10,000 strong BMU, which also had the West Bengal government as a signatory. On July 21, 1998, Weston was severely assaulted by four workers at the company's factory at Batanagar, while he was attending a business meet. The incident occurred after a member of BMU, Arup Dutta, met Weston to discuss the issue of the suspended employees. Dutta reportedly got into a verbal duel with Weston, upon which the other workers began to shout slogans. When Weston tried to leave the room, the workers turned violent and assaulted him. This was the second attack on an officer after Weston took charge of the company, the first one being the assault on the chief welfare officer in 1996. In February 1999, a lockout was declared in Bata's Faridabad Unit. Middleton commented that the closure of the unit would not have much impact on the company's revenues as it was catering to lower-end products such as canvas and Hawaii chappals. The lock out lasted for eight months. In October 1999, the unit resumed production when Bata signed a three-year wage agreement. In the light of above case answer the question stated below: Question:- Evaluate the factors responsible for current IR situation at the company. K5(10)

10) Performance appraisal system in the Cyprus Civil Service Problems: The aims of the performance appraisal system currently being used in the civil service, as provided in the relevant regulations of 1990 and 1993, are the following: a. To decide whether employees on probation should be permanent, b. To identify employees readiness to be promoted to higher posts, c. To help employees develop their abilities, and d. To promote a better functioning and management of the civil service. Unfortunately, there are no signs that the system is being used for the later two (c) and (d) Purposes, and if it is used, it is done very rarely and not systematically. Since, also, without exception, all the employees on probation are considered fit to become permanent, the system is, in practice, used for promotion purposes only. But Ironically, even for promotion purposes, the system is not effective at all, because of the widespread overestimation prevailing- 97% of employees are appraised as having outstanding performance. As a result, outstanding and bad performers are equalized, and therefore, promotion is basically based on seniority alone, Despite the fact that it should officially(according to public service law) be based on merit, qualification, and seniority. The public administration and personal department, which is the central government agency responsible for all human resource matters in the whole public service, is, since a long time, examining ways to overcome or minimize this problem, and ultimately, boost the morale of the employees and the productivity of the public service. This case K4(12)

study describes the problems of the appraisal system currently being used in the Civil service , their significance to the performance of the public service and possible ways to address the problem in the most efficient manner. The problem described in the paragraph above, and other problems of the system can be attributed to two main categories of reasons—those arising from the system itself, and those arising from the way it is implemented. Problems arising from the system are described below. • Only one appraisal form is used for all civil servants, without taking into consideration the duties and responsibilities of each post. • The evaluation scale of four ratings (outstanding, very satisfactory, satisfactory, and non- satisfactory) is inadequate to accurately measure employees' performance. These ratings have a reflection on "personality" rather than performance—something which should be avoided. • The description of duties on the appraisal form is completely inadequate. • The criteria contained in the appraisal form are subject to different interpretation by appraisers. • No common standards of appraising exist throughout the whole civil service. • No appeal mechanism exists in case of disagreement between the appraisal and the appraisee. • No provision for appraisal interviews exits for setting common targets to be attained by the employee during the next year. Problems related to its implementation are as follows: • Performance appraisal system is not considered as on going yearly cycle process, but as a mechanistic, once a year obligation ("filling of a form"). • There is a lack of dialogue between the appraiser and the appraisee. • Criteria are used as they were supposed to be used, and there is alack of specific objectives and agreed targets to be achieved, either at the departmental or the individual level. • There is a lack of commitment by Civil service Managers and no leadership from the very top to make the system work. • The appraisers seem reluctant to fairly evaluate employees, so as to avoid negative reactions and conflicts. • Employees themselves are not willing to accept "criticism" and comparison with their colleagues. • There is a perception, among some employees, that appraisers are unable to appraise in a fair manner. • Both appraisers and appraisees are not trained to a satisfactory extent. • External interference and influences exist in the system. • The system is quite vulnerable to problems related to human nature, such as subjectivity, and to pressures related to family and other relationships. • There is a tendency for appraisers to appraise in a more lenient manner, in cases where promotions are imminent. The Cyprus Public Service It would be impossible for a performance appraisal system to operate in isolation. In order for such a system to serve its purpose, and to be an effective management tool, it must be designed bearing in mind the environment in which it operates, and in correlation with the organization's missions and strategies. It must also be closely linked to all other human resource management policies. Some negative situational factors are discussed below. • The structure of the public service is basically bureaucratic, with a high degree of centralization , and inflexible organizational structures and procedures. • Objectives and targets, both at the

departmental and individual level, are either absent or vague. • The current payment system in the civil service is a very competitive one and a vast difference exists between the level of public service pay and that of private sector pay, especially with regard to the entry level posts (pay in the private sector is lower than that in government). In addition, it does not contain any incentive elements: on the contrary, the majority of civil servants are entitled to uninterrupted salary acceleration irrespective of actual performance. • The civil service is highly unionized, with one powerful union: PASYDY. • Cyprus is a small country; its citizens are inevitably close to each other and this may lead, to some extent, to a culture of favouritism. Some promising changes in the recent years are as follows: • Some years ago, the Council of Ministers approved a "comprehensive plan for reforming the entire civil service", most of the provisions of which are at the implementation stage. The plan includes measures for controlling the size of the public service and improving its productivity. Among others, it provides for ☐ Reforming the existing payment system, in order to make it more realistic, fair, and flexible, ☐ Improving the public service performance appraisal system, ☐ Restructuring departments and moving towards decentralization, ☐ Improving the schemes of service (job descriptions) with a view to re-designing and enriching jobs and adhering to European Union requirements. ☐ Enhancing mobility of staff within the civil service, ☐ Improving the selection and recruitment procedures, ☐ Simplifying procedures and ☐ Introducing new technology. • The House of Parliament, political parties and the new government, elected in 2003, support the plan for reforming the civil service, and, especially, the introduction of a new performance appraisal system. • The Civil service trade union, PASYDY, seems to agree with the public service plan to improve the appraisal system. Addressing the Problem:- Early in the previous decade, it was made clear that the performance appraisal system was not succeeding in its goals; therefore, a decision had to be made to either partly change the current system, or introduce a new one. Because of the complexity of the subject and its importance with regards to the productivity of the civil service, it was decided to design and implement a new appraisal system. To achieve that, first , it should be made clear what went wrong with the current system and how the mistakes of the past could be avoided. The methodology of redesigning a new system should involve • Collection of data from all interested parties (e.g., top-level management, PASYDY, political parties, etc) via personal interviews and questionnaires, and • Careful examination of appraisal systems used in other countries, with a view to incorporating any useful elements into the new system , always taking into consideration the Cypriot civil service culture. After a comprehensive evaluation of the data collected, as described above, a suggestion should be prepared for a new appraisal system and presented to the decision makers to approve its implementation. Decision makers are (i) the Minister of Finance who is responsible for the civil service human resource matters, (ii) the Council of Ministers, and (i) the House of Representatives. Top

civil service managers permanent secretaries of ministries and heads of departments) and PASYDY, the public service trade union, should be consulted, and they should agree on all the provisions of the proposed system. The Public Administration and Personnel Department, in cooperation with a private consulting firm, conducted a survey and came up with a preliminary suggestion that includes, among others, the following: • Separation of the appraisal process conducted for promotion purposes, from that conducted for development purposes, in an effort to eliminate the pressure, on behalf of appraisers, to overrate employees so that they will be promoted to the next level. • Introduction of quota system in an effort to minimize the risk of appraising all employees as 'outstanding performers'. • At this stage, the criteria' for appraisal should include competencies (performance indicators). Assessment on the basis of targets /objectives may be incorporated into the system at a later stage, when the necessary culture prevails. • Detailed definitions of criteria for appraisal, taking into account the duties and responsibilities of each post, and setting up of departmental committees that will ensure homogeneous evaluation. • Training of appraisers to equip them with the skills, knowledge, and especially, attitudes needed for effectively appraising employees, • Incorporation of the appraisal interviews into the system, so as to enhance communication between the appraiser and the appraisee. • Introduction of the 'self-appraisal process' in an effort to foster critical self-examination of one's performance and areas that one needs to develop. The next step/challenge is to finalize the suggestion for a new performance appraisal system. It should be done by taking into account the views of the Attorney General of the Republic regarding the legality of certain provisions, presenting it to the Council of Ministers and the rest of the decision makers, gaining the support of all influenced parties including trade unions, and then proceeding with its implementation. Question :- Performance appraisal System helps to discuss career aspirations and development goals. Identifying areas for skill enhancement and growth helps employees in their professional development, contributing to their long-term career path. Critically analyse the performance appraisal process of the civil service system in Cyprus.

11) A Case Study on Compensation Practices of DimondSoft K4(12)
DimondSoft is US-based software major, which is in the business of executing turnkey projects in ERP software development. The company has accounts in more than 100 large conglomerates, spread across the world. A team leader manages each client account with software developers, who are stationed at the client's site till successful development and implementation. Te byam leaders are managed by regional vice presidents, who are stationed in the respective regions. Most of the deliberations (which include reporting and clarifications) between the team leaders and the regional vice presidents take place through videoconferences. Due to their exposure to different areas of business, software developers can quickly acquire knowledge in wide business domains and become a target for poaching by other competing

organizations. Software development is not an entry-level job at DimondSoft. The company deliberately recruits management trainees who are engineers with management degrees from leading business schools. These trainees get a yearlong induction training, which also includes three months of full-time training in SAP on campus from Siemens and Six-Sigma training from Motorola. Cost to the company per employee for induction training, and their compensation, comes to an astronomical figure of Rs 25 lakh in the first year alone. The company puts each trainee under a mentor team leader, who helps the trainees get exposure to functional areas through on the job assignments. As a policy, the company restricts lateral entry and grooms management trainees to climb the ladder through structured succession plans. For any competitor, DimondSoft's software developers are a prized possession. Hence, employee retention is the biggest challenge. Apart from nurturing a pro-active work environment and giving self-respect to employees, DimondSoft offers a pay package, balancing the fixed variables, long-term incentives (LTI) and short-term incentives (STI) components, with strategic focus on employee retention. The company recognizes that compensation and benefits are critical factors for attracting and retaining good talent. In a recent review of employee compensation, the company observed the following features of their compensation management practices: • Substantial differentials in gross compensation of the team leader with that of the software developer • Differentials in gross compensation and sometimes compensation structure between the projects and support functions • Personalized salaries out of a basket of options for individuals at senior levels • Significant increase in basic salary and hence in deferred benefits (both statutory and voluntary) • Restriction of non-tax perks in the form of reimbursement under various heads to only certain top levels of management • Discrimination in increment percentages across levels, projects, and functions • Group and team incentives at lower levels, with individual based incentives at higher levels, resulting in less pay-outs of performance incentives, commissions, performance payments, and performance bonuses to outstanding software developers. • Provision of non-taxable allowances like soft furnishing allowance (curtains, carpets, cutlery, and crockery, etc.) for team leaders onwards, but not for software developers • Wide variation in conveyance allowance across levels, projects, and functions • Medical benefits are liberal across levels • Restriction of sabbaticals for higher studies to only those who are with the company for more than five years • Special, interest free loans are extended to the tune of Rs 3 lakh for various purposes • Reimbursement of books, periodicals, newspapers, journals, etc against a pre-determined limit is common. Membership subscription to professional bodies is also reimbursed • Corporate club membership for all • Soft loans for purchase of furniture, appliances, and computers for all • Housing loans or interest subsidy is also provided for all • Discretionary rewards like reimbursement for travel for a holiday including accommodation in guesthouses, transit flats, etc. This is practised mostly for senior

managerial employees. From team leaders onwards, the company has a system of offering fixed annual leave travel allowances • Sign-off bonuses and reimbursement of relocation expenses for top level managers • Expensing stock options to all • Annual profit sharing across levels • Compensation deferrals include provident fund, gratuity, pension, and loyalty bonus with separate time cap as vesting periods for each. The company systematically benchmarks compensation, in order to remain in the top slot, attract talent, and increase retention. Recently, the company observed that the attrition rate for software developers has increased from 2 per cent to 5 per cent. Most of these left after gaining at least three years of experience with the company. Human resource accounting has enabled the company to assess the cost of such attrition, which comes to an estimated sum of Rs 1.5 crore. Exit interviews and human resource audits (through a diagnostic questionnaire about employees' satisfaction) indicated that most leavers (software developers) were not comfortable with the company's compensation structure. Question:- As the Compensation and Benefits Manager at DimondSoft, you are tasked with reassessing and reforming the compensation structure for software developers to address existing deficiencies. Keeping in mind the dynamic nature of the tech industry and the crucial role played by these professionals in the company's digital transformation, Discover a comprehensive and innovative compensation strategy that not only aligns with industry standards but also ensures that DimondSoft remains an employer of choice for top-tier software development talent. Consider factors such as market benchmarks, performance incentives, and unique perks tailored to the needs and expectations of software developers.

12) Refer the Case study on Performance Appraisal System in the Cyprus Civil Service to answer the below question:- Question :- Performance appraisals provide a structured and documented approach to evaluating employee performance. Assess the methods for improving the use of the performance appraisal system for the two key factors-employee development, and improving the functional efficiency of civil services in Cyprus.

K5(15)