

BIRLA INSTITUTE OF TECHNOLOGY & SCIENCE, PILANI
FIRST SEMESTER- 2023-2024

MPBA G504 –Managing People and Organization
End term Examination- Close Book

Max. Marks: 70
Weightage: 35%

Date:11/12/23 (AN)
Time: 03 hrs

All questions are compulsory. Answers must be specific to the questions given. You may use bulleted points and underline keywords for clarity. Answers of a section must be written together. Emphasize quality not quantity while answering.

Q1. Explain idiosyncratic rater effect in the context of performance management system. Cite an example. **[6 marks]**

Q2. WINFORT Services, a recruitment consulting firm specializes in providing hiring services to clients from different industry verticals in India. The company has an employee strength of 110 employees, out of which 10 delivery managers serve as the critical talent pool for managing the company operations. The company sees them as indispensable to its existence and long-term sustainability. Which approach of talent management is being demonstrated by WINFORT here? Explain. **[6 marks]**

Q3. C F Merengues is a courier service company. This company was established in the year 2018. The business of the company covers the all the states in the peninsular as well Sabah and Sarawak. All these while, C F Merengues is well known for its fast delivery with reasonable delivery charges. For the past one year, the business of C F Merengues sees a significant increase. Beginning from April 2020, the delivery services of C F Merengues received increase in demand. This is because many people choose to shop online in order to avoid going out due to the Covid 19 pandemic. The business gets even better during the Movement Control Order (MCO). Due to the increase in business, some other problems arise. Many customers called to complain because of the late delivery. After receiving much complain, the Human Resource (HR) Department made an investigation. It is discovered that, C F Merengues is facing shortage of manpower in the hub and also the operation of delivery. As such, the HR of C F Merengues is now brainstorming on various ways to obtain additional manpower in order to solve this issue.

a. As the CHRO, recommend two suitable selection methods for C F Merengues to select the best candidates. **[5 marks]**

b. Suggest two suitable types of interviews to select the best candidates. **[5 marks]**

Q4. An automobile part manufacturer (APM) was attempting to institute employee problem – solving teams to improve quality. This action was strongly encouraged by its biggest customer, a major automobile manufacturer. The completion in the original equipment manufacturing (OEM) business is especially fierce. The major automobiles manufacturers now demand high quality parts at extremely low cost, and they often play one supplier against the other to force the OEM industry to meet their standards. A training needs analysis of middle and first level production managers was conducted. These managers were responsible for the operation of the parts production system, a system that is highly mechanized and somewhat automated. The labor force in this area is primarily graduates, but many have less education. The manager’s responsibility prior to the change was to ensure that the hourly workers did their jobs in the proper manner and that the right amount and type of parts were produced to meet the production schedule. The TNA showed low technical knowledge among these managers because they had been hired to monitor the hourly employees they did not really understand the machinery and equipment and had never operated it. Most of them used a confrontational style in

dealing with their subordinates because they felt that if they took a gentler approach, the un-unionized workforce would take advantage of them. The managers were all selected on the basis of their high need to control their environment, high need to achieve, and willingness to work with others to get the job done. These traits still characterize this group of managers.

a. Do you think training designed to help managers understand the context they will be operating in will be helpful? Why or why not? **[7 marks]**

b. What types of training should be used to provide the different competencies? **[7 marks]**

Q5. Nike currently receives around 800 CVs each month. It has on average 100 to 120 open positions at any one time at Nike's EMEA Headquarters (HQ) in Scotland. These volumes used to place considerable pressure on the resourcing function to reduce the administration and lead-time in the recruiting process. Handling the inflow of applications became challenging as the regional HQ grew dramatically in size. This resulted in high numbers of CVs circulating in the business whilst the company had little capability of tracking their progress or handling enquiries from job applicants.

"We have a firm policy that each applicant is a potential employee and customer and so we must respond appropriately, in an individual letter where possible," commented Rolien Hoogers, EMEA staffing manager at Nike. "With only four people on the team, we were finding it increasingly hard to do that, and we were losing track of where CVs were in the company. We became concerned about how well we were protecting applicants' personal information, and there were mistakes, such as us calling someone in for an interview who was already due to come in later that day."

These problems led Nike to review their HR processes. The assessment demonstrated that the company had to standardize its HR processes in an attempt to reduce duplication of effort. Reducing the cost per hire and improving the overall quality of talent hired into the business were key goals. Nike felt that achieving these objectives and improving effectiveness would help to boost the company image. Faster response times to applicants together with consistency in handling the administration associated with each appointment would lead to improved internal effectiveness and efficiency.

a. What should Nike management do to overcome this challenge? **[7 marks]**

b. Suggest an alternative recruitment method to streamline Nike's strategy. **[7 marks]**

Q6. Retention of employees has all along been a major problem for Indian pharmaceutical major GLOMA. GLOMA is now an Indian MNC having global business presence, specializing in generic and most popular OTC (over the counter— sold without prescription) medicines. Most of the formulations of GLOMA are patented and cannot be copied by the competitors unless alternative molecules are used. GLOMA's research and development team is highly dedicated and has been all along a prized possession for the competing pharmaceutical companies. Poaching of GLOMA's scientists is rare, unless the scientists themselves volunteer to leave. Mr R.K. Menon, a scientist of international name and fame, heads GLOMA's R&D Division. With a team of 150 strong scientists, Mr Menon is able to introduce new molecules every year to develop new formulations mostly in the generic segment. GLOMA's business strategy is to introduce new drugs for fighting against lifestyle diseases. Also systematically, GLOMA targets to eliminate competitors by introducing cost-effective drugs with high efficacy. Each product manager of GLOMA gets two new products to successfully position in the market, in addition to their existing one. The marketing team puts their concerted effort to target their competitors' weaknesses and demonstrates the potential problems to the physicians. Such unfreezing exercises are done through seminars, personal visits, and workshops in presence of the world-renowned scientist Mr Menon. With this, GLOMA is able to position their new products and consolidate their market share and grow.

For GLOMA, performance review is a continuous process and every time the CEO tracks the performance of core R&D scientists and the marketing team members. A competency-driven performance review system powered by the balanced score card accurately assesses GLOMA's

individual and business level performances. The CEO continuously frames the strategies to achieve the results. Of late, he finds that every week scientists are resigning. Exit interviews could only document reasons for leaving as potential health hazards, family encumbrances, and so on. All are trivial and not sustainable, as GLOMA's research unit is world class and free from any danger of health hazard. Also, GLOMA's Employee Services division provides support to every GLOMA team member to the extent of solving problems, such as, children's education, doctors on call, transport facilities inside the estate, etc.

Digging further to the problem of attrition revealed that the real problem lies in GLOMA's performance review systems, which is unidirectional. A fatherly figure like Mr Menon feels that he is able to understand his people better and rates their performances accordingly. Scientists cannot contest Mr Menon, but grapevine information indicated that he often commits spillover error while rating his team members. This resulted to high attrition of those scientists who are presently moderate performers but potentially very good at delivering the results in subsequent performance cycles. Mr Menon is now literally left with a handful of blue-eyed performers. Achieving business goals with these performers is not possible for GLOMA, as it also plays with volume. In the current performance review, the CEO finds to his surprise that the research division could only achieve less than half of the performance targets.

- a. As the Director-HR of GLOMA suggests, how you can resolve this crisis? [10 marks]
- b. Develop a new performance review system that can also ensure retention of scientists? [10 marks]
