

Jagan Institute of Management Studies
End-Term Examination, December, 2016 – January, 2017
Trimester V – PGDM 2015-17

Contemporary Issues in HR
ET_PG_CIHR_2812

Time: 3 Hrs.

M. Marks: 70

INSTRUCTIONS: Attempt any FIVE questions including Q7 which is compulsory.

- Q 1** As per one of the reports titled ‘*HR in a spot*’, employees confess that delays in resolutions and poor employee relations are the main causes for their unhappiness with their HR departments. There is nothing worse for an organisation than to have unhappy employees. While there are many factors that can trigger employee dissatisfaction, disconnect with HR is the most critical, and must be addressed urgently. Suggest five interventions that can be implemented to bridge the gap between employee expectations and HR deliverables. **13**
- Q 2** Technology is taking over everything in our daily lives, in an effort to simplify tasks and make life easy. It is also massively impacting the way HR functions. With most traditional support functions of HR, such as payroll, attendance etc. being automated, technology is making the role of HR more strategic than being a mere support function. Comment on the contemporary roles of HR and application of technology in each role. **13**
- Q 3** Gender diversity is high on agenda for the Indian Organizations. However, it’s not just the realization, and the intention, it the practices and policies that makes an organization a better place to work for a women The challenge is to extract the very essence of diversity and tactically manage it for the improvement of the people and the organization. Discuss the impact of gender diversity on organizational productivity and profits. **13**
- Q 4** Organisations nowadays are busy in a tricky balancing act to attract, retain and engage employees as business grows through different phases in challenging environment. Hence, its business imperative to make best efforts to start foreseeing some of the emerging changes and thus prepare better. Considering multiple generations in employment, suggest engagement practices that will entice each generation at workplace. **13**

Q 5 The HR manager of concerned about the effectiveness and learning outcomes of training and development sessions in his organization. *“With the workforce becoming more expressive and attention spans reducing, it is becoming important for us to look at learning models beyond instruction led techniques. Instructor-led training often does not get a good response because each individual will have a different need, which clearly points towards the need for techniques that can decentralize learning.”* Can you suggest some contemporary learning methodologies that can be tailored to cater to individual needs and that can foster a learning culture in the organization? **13**

Q 6 According to Ajay Sharma, VP-HR of The Oberoi Group, *“Most organizations have been embracing technology in HR in frenzy lately, with HR professionals leaving no single opportunity to talk about HR technology jargons, metrics, and technological interventions and so on. While it is good to adopt new technology in HR, in this rat race to appear ‘most updated and learned’ are we forgetting our reasons of existence?”*
Discuss the above opinion considering the changing and challenging nature of HR function. **13**

Q 7 [Read the case and answer the questions given at the end.](#)
Bholanath Chakladhar , Country Manager for AMC India , in his sprawling Bengaluru office, sat immersed in deep thoughts to find an answer to one of the highly contested decisions of the company taken two months back. The company had suffered a huge blow a few days ago; when it lost a mojaor project to a competitor organization from an otherwise prestigious client despite a long business relationship. The Business Development (BD) Head in an e-mail had already reminded Chakladhar about his stand, opposing a tough decision on Vidur (One of the mid –ranking executives of AMC India). Both the Country Manager and HR leader had sought resignation from Vidur on disciplinary grounds. The BD Head Squarely blamed him and the HR leader, Noel D’Souza, for losing a valuable client and a subsequent revenue loss.

Vidur Hazra, a native of Bengal, joined Tycus Solutions five years back after a three year stint in a relatively smaller organization. He was a computer engineer from a reputed engineering college. He was ambitious, individualistic, hardworking, and client focused. He never compromised in delivering the best, was always appreciated by the client and was indifferent to conventions.

Tycus Solutions was a mid-sized Indian IT Company, which provided

consulting services and technology solutions to number of corporate in India and abroad. Tycos was known for its timely outcome based solutions that resulted in high degree of client retention. Vidur showed great results for the initial three years and earned excellent appraisal ratings every year, Tycus were acquired by AMC corp, a leading American IT major, which had diverse range of portfolios in IT and consulting services. Tycus, in the post-acquisition phase came to be known as AMC India. Tycus work culture was very client focused and the client's word always sealed the deal. The internal management hardly interfaced in decision making related to process and individuals.

They were only entitled to take care of the administrative issues for associates. The client was responsible for the day to day activities, reports, and performance appraisal, for the associates. Vidur worked for a major client right from the beginning and was stationed at the client's corporate office. He had maintained excellent terms with the client. He proved himself time and again in managing technical and operational matters to a larger extent and his execution of given tasks was almost error free. He underwent all the necessary trainings and had an edge over the process related competencies as compared to others. He was known as an excellent individual contributor (IC) and was often appreciated from higher ups as well as clients.

However, things changed soon after AMC Corp acquired Tycus. Most of the working style with respect to reporting, roles and responsibilities were aligned as per AMC work standards. The culture at AMC was very different from Tycus with much thrust on internal processes and very strong HR interface with employees. At AMC, all decisions on associates were taken by the direct reporting managers of the associates. The clients were only to be concerned with the delivery part. The client had no interface in the day to day operations of the process and individual associates. All Tycus associates in post-acquisition phase did undergo certain internal orientation programs to get a clear understanding of the system and the culture of the organization. All erstwhile Tycus associates were advised to adhere and get adapted to the changes in the system. The top management also changed with Bholanath Chakladhar as the Country Manager and Noel D'souza as the HR leader for AMC Corp India operation.

Vidur was enthusiastic about the new acquisition as it opened options for him to showcase his talent in a much larger organization. He anticipated bigger roles and avenues for promotions in future. His terms were excellent with the client and he was always ready to do or die to meet client expectations. He was always appreciated for his excellent

technical skills and his innovative approach towards solving technical problems while executing day to day activities. He indeed developed very good client relationship management experience and earned a name for himself as the best associate in the extended team.

While he was open and appreciated, he was very reluctant in embracing the post-merger change, and particularly resisted the idea of maximum control of associates resting with the internal management instead of the client. He was still considering his client as his performance evaluator and ignored AMC guidelines and occasional rebuff by his supervisors. He continued to reach out to the client for all issues, which as per AMC policy should have been routed through AMC India route. The management was required to be kept in loop on issues such as leaves, shift timings; roster duties through the client had a role in the approval process. In the earlier arrangement, the associates were required to submit a report once in a month to the organization which was not taken seriously unless the client raised a point. He was repeatedly asked to reach out to the internal management for all his concerns which he didn't.

With each passing day, the seeming negligence of the reporting system assumed serious overtone in the organizational corridors. Vidur never reached out to the internal management, and instead took decisions on his own or with the client even without keeping the internal management in the loop. He, in fact was not used to of timely responding to the e-mails from internal management. He was in the habit of charting his own plan of action including leaves approved through client without prior notice to managers. The AMC, India management was strongly upset with his attitude. He was issued necessary instructions to follow rules and necessary protocols as per AMC standards. He was even issued a warning, in spite of that he never ever cared for the management. His good terms with the client had an edge over the others in the process, even the client used to listen to him upfront including matters pertaining to business dealings with the parent organization. Vidur was one of the impressions that as long as he successfully executes assigned tasks and delivered as per the client requirements, the parent organization had very little scope to interfere. He never deviated from the process and always received recognitions process execution capability and on time service delivery.

Vidur was promoted as a Team Leader and Subject matter expert for an important project involving substantial revenue. His role involved taking care of a team with seven members. He was also assigned the responsibility of improving the technical level of the team. His KRA

(Key Result Area) involved 50% of technical duties and 50% of people management. The client was under the impression that he had been excellent as an individual contributor and would be the right fit for the new role. The AMC management did not agree, with Vidur taking a lead position, due to his attitude and approach. No doubt, he was good at technical and delivery skills; however, he had questionable credentials in people management competencies and leading a team. However, AMC management gave in to the client's persistent request and decided to give him one more opportunity.

Vidur was excited with the new development. The management had doubts which they felt may create challenges in the future. He was not good in people management and had often issues and disagreements with team members. He expected every team member to be at par with him while executing any work. He had about eight years of experience. However, his team members were new on the subject. Errors committed by the team members were met with rude behaviour instead of guidance, coaching and mentoring. The management received feedback about his approach and two associates even chose to quit the organization owing to differences with him. Vidur's behaviour was not pleasant with the management as well; he was argumentative on certain decisions and always came up with his own version for every issue put forth before him. However, he was able to complete the project before time with an all-round appreciation from the client and generated good revenue for the organization.

He was under the impression that despite generating substantial revenue for the organization, he was ignored constantly. In fact, he confined himself to his role and never bothered to take up additional responsibilities. Considering his past contribution to the process and client recommendation, the management did give him certain additional incentives for his performance. This year, he was expecting very good performance ratings and reasonable hike in terms of pay and incentives during appraisal.

The appraisal for the year was good, not excellent as expected by Vidur. He sought an appointment with the HR leader for clarifications. The HR leader Noel D 'Souza simply responded that it was a collective decision of the appraisal team and he needed to wait for a week for the feedback session. Vidur in an agitated mood met his reporting officer and asked for clarification immediately. The reporting officer too asked him to wait for a week for the feedback session with the appraisal team. When Vidur persisted for an answer Noel replied that his average team management skills might be the reason for the drop in ratings. Vidur

bitterly argued with the reporting officer for some time, exposed his frustration in derogatory words for his superiors publicly and left the office premises.

The matter was reported to the senior management including the HR leader—Noel D'Souza – and country manager-Bholanath Chakladhar. As a result, he was asked to resign immediately. Vidhur took no time to put in his papers as he was also fed up with the system. To the surprise of the management he was immediately picked up by a competitor organisation at a higher position with substantial hike in compensation.

Questions:

- a) Was the management right in asking for Vidur's resignation despite his superior performance?
- b) What can be the possible HR interventions in such cases?
- c) How can we measure organizational citizenship behavior (OCB)? Suggest variables to measure OCB citing reasons.
- d) Is it important to consider person-job fit or person-organization fit in such cases?

18
