

MAJOR EXAM

COURSE: ORGANIZATION AND PEOPLE MANAGEMENT (MSL 301)

TOTAL MARKS: 35

DATE: 2 MAY 2017

DURATION: 2 HOURS

ANSWER ALL THE QUESTIONS.

1. IIT D has decided to adopt a paperless attendance system. You are in the team tasked with its implementation. How would you go about making this a success? Consider the following when answering this question:

- a. Identify the key stakeholders affected by this change (1 Mark).
- b. Discuss the extent to which Kotter's model for change may help you to implement this change (8 Marks).

25 minutes Planning  
5+20 2 writing

2. You have recently joined 'Foodiez', a leading food and beverages company that has been ranked consistently amongst the top 10 employers to work for globally. How would you identify the culture of Foodiez? Discuss the top five indicators that would help you. Use examples to elucidate. (6 Marks)

15-20 mins

3. You created a start-up in 2014 called healthbox.com which offers an online platform connecting local vendors providing tiffin services to potential home and office consumers. Healthbox.com has a small office in Gurgaon and has successfully connected 80 vendors with 10,000 users. Now its future plan is to expand to other metro cities and accordingly increase its employee strength. This requires you to setup multiple meetings and travel extensively. You realize, you need a secretary who can manage your diary and help you setup these meetings and organize your travel and related logistics. Your task is to design an advertisement for this position of secretary called "Assistant Executive" which captures the key tasks for this position and the key skills required from the incumbent. (6 Marks)

20 minutes

4. Hitech Corporation (Hitech) is a well-known Indian IT company. Hitech provides networking solutions to many Fortune 500 companies. Started in 1990 by two technology experts, Hitech had almost \$40 million annual revenue in 2010-2011. When the founders started the company, they established one basic value that working at Hitech should be enjoyable as well as profitable. That belief has helped to create a company culture today that gives Hitech competitive advantages when recruiting and retaining talented workforce in the challenging labor market of IT. Since recruitment of talented employees is crucial to handle growth at Hitech, the HR unit has an aggressive employee referral program which pays employees up to \$5,000 for referring new hires who stay with the firm. The HR unit prides itself on prompt feedback to potential employees. Other "fun" programs include-Football, pool tables, volleyball courts, assorted video games, pianos, ping pong tables, and gyms that offer yoga and dance classes. Healthy lunches and dinners were organized for all staff at a variety of cafeterias. Theme parties were organized each month. Last month, Hitech had its executives wearing animal costumes as part of a "jungle" party. These fun initiatives have a more important business purpose - to demonstrate that people are important at Hitech. Is all this fun profitable? Hitech's answer is an unqualified yes. Over 40% of all Hitech's new employees come from the employee referral program. The firm's cost to hire each new employee is about \$5,000 less than the industry average. Even more important, those hired stay longer as indicated by its retention rate of 42 months compared to the industry average of 20 months. Also, employee turnover is about 6% annually - significantly below the industry average. It is obvious that Hitech's approach to HR

Change  
Attendance is a clear marker of  
Planning  
Voice for ideas  
Vision & Goals  
Strategy

Good decision handling  
Skills  
McCall, et al.  
Good people handling skills  
Good knowledge of organizational culture

manage diary, notes  
manage meetings  
handle logistics  
take decisions judiciously



## Organization and People Management

management is paying off, both in an enjoyable company culture and in contributing to the organizational success.

- a. What according to you could be the pros and cons of "fun at work" strategy used by an organization? **(4.5 Marks)**
  - b. Comment on the use of Employee Referral as an approach to recruitment. **(4.5 Marks)**
5. Arrange the following stages of Kotter's change management model in the right sequence. **(4 Marks)**
- I. Create Short-Term Wins 6
  - II. Create a Strategic Vision for Change 3
  - III. Form a Powerful Guiding Coalition 2
  - IV. Consolidate change and produce more change 8
  - V. Establish a sense of Urgency 1
  - VI. Institutionalize new approaches 7
  - VII. Communicate the Vision 4
  - VIII. Empower to act on vision 5
6. Employee engagement positively affects all of the below, except one: **(0.5 Marks)**
- a. Commitment
  - b. Pride
  - c. Turnover
  - d. Satisfaction
7. \_\_\_\_\_ refers to the process of identifying and attracting job seekers so as to build a pool of qualified job applicants. **(0.5 Marks)**
- a. Selection
  - b. Recruitment
  - c. Training
  - d. Induction

Informal groups are allowed to form.  
Informal activities allows for people from different departments interact. This can help in job enlargement & job rotation. A stronger culture gets established. Different departments feel united (social estrangement may be greatly reduced).  
Search for a better work environment. People working less effectively.  
Even though it is a better work environment, the substitution are mostly different.