Subject	Human Resource Management		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages	4	Date	18/04/2018

Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.
Q1) Analyze the attached *Case Study* and answer the questions……20 Marks

Are You What You Tweet?

Raman Gonaggal, the Founder of Quantum Change Ltd. was concerned when Jayesh Mathur a member of his team and lead data analyst, sought an appointment to meet him along with a few team members. When Raman had subtly enquired, "What is it regarding?" Jayesh had responded by stating that it concerned the team being upset with the behaviour of a new comer- Rajat Ganguli - and therefore, the team wanted him to intervene. Raman remembered Rajat as the young statistician who had been hired only six months ago. Raman was aware that Rajat had issues related to team inclusion, in spite of every support from the HR Manager. His behaviour was disrespectful, with knee jerk reactions. Raman had so far ignored his actions, considering him to be too young, and, this job being his first exposure to the corporate world, he was struggling to find and define his space in the system. Raman believed that he would adjust and learn. As he was on the call with Jayesh, he observed from the glass wall of his cabin that a few members had gathered around Jayesh, and, instantly sensed the seriousness of the matter. Since Raman was not expecting any client call for another hour, and also with the team members seemingly angry and agitated, he decided to meet them immediately, before things got out of hand. Quantum Change Ltd. was a founder-driven, data analytics company that enabled agile marketing and consumer analytics through a real-time attribution and optimization technology. Established by Raman, a graduate from IISc Bangalore, the company specialized in fastest ROI time to its customers, which was less than four weeks. The company hired dedicated business analysts, data scientists, developers, designers, engineers and researchers who had graduated from the best management, engineering and statistics schools. In all, the firm had about 150 employees and generated a revenue of about thirty crores. All the new joinees underwent a rigorous induction programme, which focused on the company's culture and values; collaboration and cooperation. Since the job required the employees to be online and access social media, a robust policy over the usage of social media was in place, and it was affirmed during the induction programme. The induction programme also shared grievance handling and confidentiality system in place, which was fair and transparent and enforced no tolerance for retaliation. The mechanism for grievance handling included written and verbal platforms. Raman himself was easily approachable and open to employee's interactions, and was doing so on a daily basis. Further, the firm organized several get together's that reinforced the core values of research, innovation, customer centricity, openness, and an attitude of service. The office décor included posters with slogans such as 'IZZAT, MEHNAT and IMANDARI, researcher ki yeh teen zimmedari' (Pride, hard work and integrity are the three virtues of researcher), 'imagination is the highest form of research', and likewise. The office culture was informal and playful, with humility and acceptance for one another's views. Mistakes were permitted, and conventional wisdom was always challenged. A level of maverickism was sought among the employees and encouraged through HR processes. There were individualized roles and compensation strategies. None of the HR policies mandated a 'one size fits all' type of an umbrella policy. Except for the code

of ethics, wherein non-negotiable were clearly identified and spelled, everything else was open for discussion, and individualized solutions could be sought by the individuals. The company had several levels on which grievances as well as compliments could be shared. The company had the practice of quarterly meetings among all the staff members, of which one hour was slotted with no defined agenda. Employees could use this forum to voice their ideas and concerns. The only two mandates to be followed were (a) one could say anything, without being disrespectful to the other, and (b) there was no room for complaints; if one was articulating a problem, they also had to suggest a solution or an improvement. Often these open-house sessions were attended and mediated by Raman himself. In addition, he responded to every mail, and was open to any and every suggestion. When suggestions could not be effected, he would explain his perspectives, and try to arrive at a common solution, which was in the best interests of the organization. Being a small team, personally chosen and groomed by him, these methods were almost always successful in resolving conflict. This could be possibly due to his charisma or his conflict resolution style that worked for the team. Entry of a new recruit and conflicts thereafter Rajat had joined recently after completing his graduation from one among the premium colleges in statistics, and had an established track record in research at the undergraduate level. He had worked as a research associate under a prolific professor of management and had publications on data mining and sentiment analysis using data from social media. This was his first exposure into the corporate world. On boarding Rajat into the core team was difficult, and HR felt that though he was a good worker, he was uncomfortable in a team. Having worked in a management institute, he had a very high self-esteem and a "know it all" attitude, almost to the extent of arrogance. The work group at Quantum was mixed, and there were many who were groomed personally by Raman in analytics. Most of them were graduates from a local university, with limited exposure to business analytics. However, they could do both number crunching as well as identify the required data for solving the problem. Rajat's high-handed attitude had him struggling for acceptance by his team, and to align with the firm's culture. Raman had overheard the team complain about Rajat's attitude towards colleagues and seniors; he often tried underhand methods to establish his supremacy, was also very guarded, carried strong work boundaries, and was therefore different from the espoused work culture at Quantum. Quantum valued voluntary contribution of efforts from the team members, and employees seldom had defined boundaries. In a recent group discussion, members had rejected Rajat's suggestions on managing a client's query. When Raman thought objectively, he felt that what Rajat was suggesting in terms of how to use twitter posts for arriving at a decision for the client was not wrong, but the rest of the team wanted to do a survey, a traditional approach to data. Raman also felt that even if Rajat was right, he had failed to build a consensus, as the group refused to use his suggested ideas. This incident resulted in a recurring trend, with the group considering his ideas academic, and not very practical. Further, the manner in which he pushed his ideas were also resisted by the group. He was too confrontational and direct in his approach. As a result, both parties were at a deadlock, and therefore the frustration was palpable. The Team Meeting Jayesh accompanied by 5 other team members met in Raman in his cabin. Jayesh said, "Sir, working with Rajat is becoming increasingly difficult for the team. We feel his behaviour amounts to gross indiscipline and insubordination. So far, since his insinuations were within the boundary of the group and the physical limits of the office, we tolerated him. But, now he is posting random things on Facebook, embarrassing us, saying that we are all incompetent." "Some of the posts are quite offensive; he mentions client requirements, his approach to the problem, and finally adds that an idiot from ABC University ruined his day and rejected his wonderful idea." Jayesh added. A woman colleague remarked almost hysterically, "And, remembers the one posted by him when I told him that XYZ client has always preferred interview data, so we must include interviews along with the data available on potential. He had written that I work for a tech company full of idiots,

that my graduation degree never taught me how to deal with it. It was as though we are all a bunch of idiots, and he is the only person with some grey matter." "Whatever you do, I will not work with him hereafter, even if it amounts to not getting any good projects." She said bitterly. "I think the situation has come to a point where you need to either chose us or him." Jayesh announced with finality. The more the team excluded Rajat, the more he reacted on the social media, rather than confronts people or make any attempts to make peace with the team. This continued for almost 4-5 days, and team's irritation magnified. To an observer, it was obvious that Rajat was letting off steam and was behaving in an immature manner. None of the comments, however, named any colleague or company. Most were Google images with illustrations. But the sheer nature of social media empowered those in his friend list to be on a moral high ground and pass judgmental and strong comments on these posters, sometimes, even unaware of the context. Raman was disappointed in Rajat. Apart from his inappropriate behaviour, he felt that Rajat had failed to develop a culture of tolerance and respect within his team. And in this, he included Rajat's coworkers, who, he felt, could have been a little tolerant and engaged with him playfully, thereby not allowing him to go astray as such. As a seasoned leader, he also knew that Rajat's generation emoted through the social media. His daughter herself often said 'LOL', rather than actually smile or laugh at a joke shared during dinner. He remained undecided. Rajat had violated the existing system of grievance redressal, and, therefore, this was an open and shut case of indiscipline and needed punitive action. He also sensed that talking to Rajat could result in arguments regarding personal boundaries in social media space and freedom of speech, further venting anger, faulting the group for starting this, and blaming him for siding with the old timers. He remained indecisive. Many a time, these outbursts on social media are an attempt for short-term heroism with negative attention-seeking. If he could train his people to ignore and deny the individual this attention, there was a high chance that this behaviour might change. Further in the light of the new Privacy Act 2017, he needed to be sure that his actions were well grounded.

Questions:

1) Analyse the above case in brief.
2) Should Mr Raman fire Rajat to maintain the culture and loyalty of the old members, or should he give Rajat another chance and help him understand appropriate behaviour on social media, Why?
3) Would a fundamental behaviour ever change? Should this be considered as an act of willful noncompliance or should it be considered as immaturity?
4) Does this issue demand a disciplinary action or, should he ignore Rajat's outburst in social media as a one off instance, because the social media discussions are short lived and people keep moving on.

Answer *any 4* out of the following:

Q 2) a) Money is not always a factor of Motivation. Comment.

b) HR management is a basic management pertaining to all levels and types of management. Discuss.

Q 3) a) what is manpower planning and describe how would you do manpower planning for an e-commerce start-up?

b) Prepare a job analysis for the role of sales representative of a retail store.

Q4) a) How has social media affected the functions of HR specially, Recruitment?

b) If you had to design an appraisal systems for a B-school like BRIMS, which appraisal method would you choose and why?

Q5) a) which type of interview technique would you choose for hiring a middle level manager in an IT company?

b) Which method of training would you use for training shop floor workers of a manufacturing industry?

Q 6) a) Briefly explain the process of Performance Appraisal.

b) Today companies are talking about Employer Branding and making efforts to create a good employer brand, if you are the HR of the company what would you do so that a good employer brand of your organization is created?

Q7) Write Short Notes on **any 2:**
    a) Recruitment Marketing
    b) Coaching/ Mentoring
    c) Background Verification