

PGDM (IBM) 2016
Human Resource Management and O.B.
INS 601
Trimester –VI, End-Term Examination: February, 2016

Time allowed: 2.5 Hours

Max Marks: 50

Roll No: _____

Instruction: Students are required to write Roll No on every page of the question paper, writing anything except the Roll No will be treated as **Unfair Means**. All other instructions on the reverse of Admit Card should be followed meticulously.

Sections	No. of Questions to attempt	Marks	Marks
A	3 out of 5 (Short Questions)	5 Marks each	3*5 = 15
B	2 out of 3 (Long Questions)	10 Marks each	2*10 = 20
C	Compulsory Case Study	15 Marks	15
		Total Marks	50

Section A

(3*5=15 Marks)

Note : Answer any three questions. Each question carries equal marks.

1. What are the main aspects of job description? How it is different from job specification, discuss both in context to insurance sector?
2. Write a short note on terminal values and instrumental values.
3. "Most people believe that biological factors are important in determining the personality of a person." Comment on this statement by taking various biological factors relevant for personality and their impact.
4. Team creation is a long drawn process and many things have to be analysed before creating teams."In the light of this statement, discuss the steps involved in team creation process.
5. "Excellence is not just a skill: it is an attitude." Comment on the statement

Section B

(2*10=20 Marks)

Note : Answer any two questions. Each question carries equal marks.

1. What are the different operative functions of HRM? Elaborately discuss all the operative functions with reference to insurance industry.
2. Explain the relevance of managerial grid as propounded by Blake and Mouton, in the light of its application in insurance sector ? What are the broad leadership styles, as discussed in this grid? Which combination of the style do you think is the best and why?
3. "A person is motivated only when he perceives that he has been given reward for his performance on equitable basis." Explain this statement pointing out the ingredients of equity. Also discuss the most relevant theory on motivation in the light of the above statement.

Turn Over

Note: Analyse the case and answer the following questions. Each question carries 5 marks.

Deloitte: Focused on People, with Appreciation

When Ian Steele became head of Deloitte's Glasgow office, he set out to discover what people liked and did not like about working there. He realized that people remember how you make them feel, so he decided to focus on people and emphasize training and development. The results have been very positive, as 80% of employees say that their position in Deloitte is good for personal growth, and 82% say their experience is good for their future. 73% find their work stimulating and 72% report that they are excited about the company's future. 73% find their work stimulating and 72% are excited about Deloitte's future.

Ian Steele is a reflection of the excellent leadership at Deloitte UK, which has earned an 80% approval rating from employees. Their confidence in senior management is also reflected in a survey that showed 69% of employees were not just motivated, but inspired, by Deloitte UK's senior partner and chief executive John Connolly. When Deloitte's UK operations hit nearly \$4 billion in revenues, everyone received about a \$2,000 bonus, a bottle of champagne at Christmas, and an extra day off. Those were the good times. How about the hard times?

During difficult times, Deloitte needs to look at meeting different kinds of employee needs. At the onset of the global recession in late 2008, Connolly actively provided regular voicemail updates on how the company was dealing with the crisis, another sign of excellent leadership. A recession is an opportune time for a company to explore creative ways to manage and lead people. Deloitte experimented with reduced hours, unpaid furloughs, and lateral career moves. Crises are times in which to seek out new opportunities while being attentive to the dangers and pitfalls that are most often the focus. Going up the career ladder in hard times may be difficult, even impossible, but does this mean work becomes a dead end?

People's needs change as their circumstances and life demands change. Therefore, Deloitte implemented a Mass Career Customization (MCC) program as a way to motivate talented women and men to remain in the workforce. Rather than being stuck with the pressure of a career ladder, Deloitte employees may move up, down, or across what is a career lattice, depending on their life goals. The MCC concept worked wonders for Deloitte tax accountant Chris Keehn, who was frustrated by the very long hours that cut into time with his four-year-old daughter. With support of his senior manager and two of Deloitte's partners, Keehn shifted gears and began telecommuting four days each week. Career customization is especially good in meeting the needs of millennials who want more work-life balance, young parents like Keehn who want more time with children, and boomers who are easing into retirement.

The key to the success of MCC arrangements is a win-win outcome of positive social exchanges. At the center of the concept is the employee's life goal(s). What do you want most? The answer to that question is the key to Deloitte's MCC program, as each employee's lattice is nailed together by twice-a-year evaluations that consider career targets and larger life goals. Answering that question is a key to the Deloitte program, and shows how the firm focuses on and appreciates its people.

Discussion Questions:

1. As an employee, what type of motivational method would you prefer – financial incentives, job flexibility, training and development, or something else? Why?
2. Because of the recession, Deloitte (and other companies) may not be able to offer significant financial incentives to motivate employees. What kind of non-financial incentives could it offer in order to attract new talent, and to prevent current staff from defecting?
3. How could Deloitte use the idea of eustress to motivate employees?
