

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

PGDM / PGDM (M) / PGDM (SM)

THIRD TRIMESTER (Batch 2022-24)

END-TERM EXAMINATION, APRIL 2023

MAIN

Course Name	Advanced Human Resource Management	Course Code	20321
Max. Time	2 hours	Max. Marks	40 MM

INSTRUCTIONS:

- All questions are mandatory.
- Answers should be rich in content and precise with relevant examples.

1. Your Chief Human Resource Officer has sent you the following e-mail: 'I have just returned from a one-day management conference in which an academic kept on referring to "HR Scorecard" and its significance. What is it and how relevant is it, if at all? Also, elaborate on how can this be implemented in our organization?' Propose a reply. **(10 marks)**

2. State Bank of India brought about Project Parivartan after losing key businesses with the entry of ICICI, SBI introduced computerized branches, they also trained and hired employees who have the knowledge to work on the computer. They made changes in the hiring policy of the company by making computer skills one of the key requirements for recruitment. The then Chairman Mr. O P Bhatt addressed employees to connect with all directly and involve one and all in the process. HR is no more a support function, now it has become a strategic function, organization was able to be number one by using an HR strategy which is through acquiring new skills through hiring and training. Explain with keeping in view the above SBI context. **(10 marks)**

3. Gig work is becoming more popular nowadays, it is not only serving companies where skills are required but also it brings forth new business models to the world. Though gig work has the benefits of getting someone skilled with lesser liabilities, there are challenges also managing them because of their association based on assignment, not with the profile. Gig workers also face some challenges like the sense of job insecurity, weak conflict management channel, and many more. Considering the above facts, formulate a brief plan on how to manage Gig workers successfully. **(10marks)**

4. When you are a company that operates in over 170 countries with a workforce of over 398,000 employees, understanding and managing diversity effectively is not optional—it is a key business priority. A company that employs individuals and sells products worldwide needs to understand the diverse groups of people that make up the world. Starting from its early history in the United States, IBM Corporation (NYSE: IBM) has been a pioneer in valuing and appreciating its diverse workforce. In 1935, almost 30 years before the Equal Pay Act guaranteed pay equality between the genders, then IBM president Thomas Watson promised women equal pay for equal work. In 1943, the company had its first female vice president. The company ranks in the top 100 on *Working Mother* magazine's "100 Best Companies" list and has been on the list every year since its inception in 1986. It was awarded the honor of number 1 for multicultural working women by the same magazine in 2009.

IBM has always been a leader in diversity management. Yet, the way diversity was managed was primarily to ignore differences and provide equal employment opportunities. This changed when Louis Gerstner became CEO in 1993. Gerstner was surprised at the low level of diversity in the senior

ranks of the company. For all the effort being made to promote diversity, the company still had what it perceived as a masculine culture. In 1995, he created eight diversity task forces around demographic groups such as women and men, as well as Asians, African Americans, LGBT (lesbian, gay, bisexual, and transgender) individuals, Hispanics, Native Americans, and employees with disabilities. These task forces consisted of senior-level, well-respected executives and higher-level managers, and members were charged with gaining an understanding of how to make each constituency feel more welcome and at home at IBM. Each task force conducted a series of meetings and surveyed thousands of employees to arrive at the key factors concerning each group. For example, the presence of a male-dominated culture, lack of networking opportunities, and work-life management challenges topped the list of concerns for women. Asian employees were most concerned about stereotyping, lack of networking, and limited employment development plans; whereas the African American employee concerns included retention, lack of networking, and limited training opportunities.

Armed with a list of priorities, the company launched several key programs and initiatives to address these issues over the next few years. As an example, employees looking for a mentor could use the company's Web site to locate one willing to provide guidance and advice. What is probably most unique about this approach is that the company acted on each concern whether it was based on reality or perception. They realized that some women were concerned that they would have to give up leading a balanced life if they wanted to be promoted to higher management, whereas 70% of the women in higher levels had children, indicating that perceptual barriers can also act as a barrier to employee aspirations. IBM management chose to deal with this issue by communicating better with employees as well as by enhancing their networking program. IBM tracks results through global surveys around the world and identifies which programs have been successful and which issues no longer are viewed as problems. These programs were instrumental in more than tripling the number of female executives worldwide as well as doubling the number of minority executives. The number of LGBT executives increased sevenfold, and executives with disabilities tripled. With growing emerging markets and women and minorities representing a \$1.3 trillion market, IBM's culture of respecting and appreciating diversity is likely to be a source of competitive advantage.

Some individuals feel that organizations focus much on making the workplace better for underrepresented groups and that most of the workforce becomes neglected. Identify and explain if this is the case at IBM. (10 marks)