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**PRESIDENCY UNIVERSITY
BENGALURU**

RESEARCH AND DEVELOPMENT

Ph.D. Course Work

Mid-Term Examinations- AUGUST 2023

Odd Semester: Ph.D. Course Work 2023 - 24

Course Code: MBA 2027

Course Name: Human Resource Management

Department: SOM

Date: 12-08-2024

Time: 09.30am to 11.00am

Max Marks: 50

Weightage: 25%

Instructions:

- (i) Read the all questions carefully and answer accordingly.
(ii) Do not write any matter on the question paper other than roll number.
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Answer all the Questions. Each question carries 10 marks.

(5Qx 10M= 50M)

Skewed HR Plan of Unique Airways – An Invitation to Trouble

Unique Airways is a large airline company in India with over 300 domestic flights and 30 international flights to all the major cities. The company has a strong workforce of 10,200 employees, including 1,500 pilots and 1,100 aircraft maintenance engineers. It figured among the top-five airline companies in the country. The company has an excellent work culture and developed a high level of commitment and involvement in its workforce. It won several awards for its distinct HR practices. The HR department of the airlines is headed by HR Director Ramesh Divan, who is assisted well by a team of committed HR professionals.

A year back, Unique Airways initiated an ambitious expansion scheme to double its operations. The company directed the HR department to recruit and train the required number of employees to feed its expansion scheme. Subsequently, the HR department formed a panel to scan the external environment. After extensively scanning the economic, political and labour market environment including industry performance, it prepared a detailed report and submitted it to the HR manager. The report stated that the domestic labour market conditions were difficult for jobs like pilots and maintenance engineers due to a vibrant and booming economy. Alternatively, the company could exercise the option of employing foreign pilots and maintenance engineers. Although foreign employees are readily available, their salaries and other allowances are on an average 40 per cent more than their Indian counterparts. Still, the panel was in favour of appointing foreign employees on the ground that the aviation industry was expected to perform well in the future and the expected increase in the revenue could easily compensate the wage differences. The report thus recommended

the appointment of foreign pilots and flight engineers in substantial numbers. It was subsequently implemented and the company gradually appointed foreign pilots and engineers in sizable numbers.

Soon after these appointments, however, the economy was gripped by recessionary conditions. The aviation industry proved to be no exception. Unique Airways witnessed a slowdown in its passenger traffic, especially on the international routes. Its sales and profits came under increasing pressure. The management found the salary bill of the foreign pilots and engineers unbearable and unreasonable. They began to blame the HR department for not assessing the external environment properly and for making extraneous recommendations. However, the HR Director resolutely defended the panel by arguing that its recommendations were highly relevant at the time of its submission. He contended that the economy turned weak suddenly and most unexpectedly. However, the management did not accept the view of the HR director and seriously pondered a future course of action.

1. Assess and Analyze the developments in Unique Airlines (CO1, Analyze) 10 Mks
2. Put yourself in the shoes of the panel member, what would be your recommendations (CO2, Analyze) 10 Mks

THE PEOPLE DEVELOPMENT FRAMEWORK AT FORD OF CANADA

The North American automotive industry has been facing significant challenges in recent years as the "Big Three" restructure their operations to respond to increased foreign competition, difficult economic conditions, and shifting demand as consumers migrate toward more fuel-efficient vehicles. In light of these dynamic business conditions, Ford of Canada relies heavily on organization and personnel planning processes and tools to ensure that the organization structure, internal selection practices, and succession management systems are aligned to support the future needs of the firm and the needs of its employees. With a strategic focus on maintaining a "People Development Framework," succession planning is a key element of the organization and personnel planning function.

The HR team reviews four major areas of focus in order to make better decisions about the organization's future direction for personnel requirements. In addition to assessing the impact of external factors such as world events, the changing marketplace, and workforce demographics, team members regularly review the operational plans in place so that functional HR objectives and action plans are properly developed and aligned to meet the long-term goals of the business. Ongoing reviews of the organization structures are conducted to ensure that the delivery of the organization's business priorities is achieved in an efficient, flexible, and affordable manner by assessing factors such as the size of the organization, the percentage of resources deployed at each level and function, and the attraction and retention potential of the leadership level and salary grade system. Lastly and most importantly, the "people equation" is evaluated on an ongoing basis to ensure that the organization has the right people in the right positions at the right time to help the organization achieve success. Personnel development committees (PDCs) play a central role within Ford of Canada to identify and match employee capabilities to key positions to ensure appropriate bench strength is in place. Committees exist for three broad levels of the organization including senior executive, business unit management, and line management, and PDC composition includes managers from all functional business areas to ensure cross-functional opportunities can be efficiently explored and utilized for employee development. In conjunction with department managers, PDC members are charged with the responsibility of identifying employees who demonstrate outstanding leadership abilities, strong and continual learning, and superior job performance, and then matching employees to key positions.

PDCs assess candidate bench strength for particular key positions or job families using a visual aid called a "T" chart. Employees immediately qualified are plotted on the horizontal section of the "T"

while employees with future potential who require further development are identified in rank order in the vertical region of the tool. Using a graphic aid such as a "T" chart allows review committees and managers to see and compare bench depth across key positions; it further assists in the communication process as succession planning information moves vertically to other PD Cs as vacancies are being filled or when bench strength is being assessed. An integral component of the People Development Framework is the engagement and participation of the individual employee in his or her own professional development and career management. With consultation from their immediate supervisors, employees are engaged in the process through the completion of a

Leadership Development Employee Profile (LDEP) and an Individual Development Plan (IDP) on an annual basis. The LDEP acts as an internal resume to capture individual employee information for PDC or hiring manager review that includes current position details, previous Ford position history, the employee's viewpoint on Ford, and non-Ford key accomplishments, as well as preferred developmental assignments. The IDP reinforces the need for each employee to invest in his or her own professional development and provides an opportunity for career planning activities to further develop strengths and areas of improvement in alignment with career goals and business needs. Plans are developed between an employee and supervisor that identify developmental actions that improve current assignment performance and also position the individual for his or her desired future assignments. While partnership with the supervisor is necessary for establishing the content and implementation timing of an IDP, it is inherently critical that employees take personal ownership of the formation and maintenance of their own career plans for this tool to be successful.

As Ford of Canada business units strive to "do more with less" in a manner that delivers an efficient, profitable, and competitive position, an assessment of key position requirements and employee leadership and technical competencies is critical to ensure that employee developmental needs and placements support the delivery of the desired business outcomes. The process tools and governance structure under the People Development Framework serves to reinforce the inherent linkage and shared responsibility between employee, manager, and PDCs in the success of the organization and of individual employees.

3. Analyze the effectiveness of Ford's succession management program (CO 3, Analyze) 10 Mks
4. Outline the suggestions for increasing program's effectiveness. (CO 2, Analyze) 10 Mks
5. Discuss the advantages and limitations of choosing outsiders as successors for the positions over internal employees (CO 2, Analyze) 10 Mks