JAYPEE UNIVERSITY OF INFORMATION TECHNOLOGY, WAKNAGHAT

TEST -3 EXAMINATION- 2023

BBA-I Semester (All Branches)

COURSE CODE (CREDITS): 23BB1HS112(4)   MAX. MARKS: 35

COURSE NAME: Principles and Practices of Management

COURSE INSTRUCTORS: Triambica Gautam   MAX. TIME: 2 Hours

Note: (a) All questions are compulsory.

(b)Marks are indicated against each question in square brackets.

(c) The candidate is allowed to make Suitable numeric assumptions wherever required for

solving problems

Answer questions 1 and 2 on the basis of the following case study.

HCL Technologies is headquartered in the world's largest democracy, so it's quite fitting that the New Delhi-based company is attempting a radical experiment in workplace democracy. CEO Vineet Nayar is committed to creating a company where the job of company leaders is to enable people to find their own destiny by gravitating to their strengths. One thing that Nayar has done is to pioneer a culture in which employees are first. What has he done to put employees first? Part of the cultural initiative dealt with the organization's structure. HCL inverted its organizational structure and placed more power in the hands of frontline employees, especially those in direct contact with customers and clients. It increased its investment in employee development and improved communication through greater transparency. Employees were encouraged to communicate directly with Nayar. Through a forum called U&I (You and I), Nayar fielded more than 100 questions from employees every week. "I threw open the door and invited criticism," he said. However, the signature piece of the company's cultural mission is probably what HCL called "trust pay." In contrast to the industry standard in which the average employee's pay is 30 percent variable, HCL decided to pay higher fixed salaries and reduce the variable component. Does the unique "employees first" culture at HCL Technologies attract unique employees? Rajeev Sawhney, HCL's European president, would say it does. He uses *Slumdog Millionaire,* the movie that won the Academy Award for Best Picture in 2009, as a parallel. "It (the movie) is a reflection of the Indian race. It shows the adversity that creates the desire in people to reach out and create.... With each adversity they face, there is a greater desire to reach out and do something more." Sawhney says that entrepreneurialism is a key value of the HCL culture. "You can still tell an HCL person from a mile off. I think there is a particular DNA for an HCL person. It includes a very high need for achievement and high persuasive skills. HCL people are very energetic; they want to do lots of things and to take risks on behalf of the company."

Q1. Would the "employee first" culture work in other organizations? Why or why not? What would it take to make it work?

[3+2, CO4]

Q2. How does CEO Vineet Nayar lead his company? Is this kind of leadership sustainable in the future?

[3+2, CO4]

Q3. Imagine that you are in charge of organizing a student activity in the university. Describe how you would set up feed forward, concurrent and feedback controls for the same.

[5, CO3]

Q4. What are the contemporary issues in controlling? How are these making a manager's job of controlling organizational performance more complicated?

[3+2, CO2]

Q5. Explain the role of the HR department in implementing any three of high performance work practices.

[5, CO2]

Q6. If you are given the task of recruiting and selecting front office staff for a five start hotel, what steps would you follow to find the best people for the jobs.

[5, CO3]

Q7. Write short notes on: a) Workforce diversity b) Behavioral theories of management c) Theory X and Theory Y

[1+1+2=5, CO1]