

**GUJARAT NATIONAL LAW UNIVERSITY  
GANDHINAGAR****Course: Organizational Behaviour and Human Resource Management  
Semester-III (Batch: 2019-24)****End Semester Examination: December 2020****Date: 26 December, 2020****Duration: 8 Hours****Max. Marks: 50****Instructions:**

- Read the questions properly and write the answers in the given answer book.
- The respective marks for each question are indicated in-line.
- Do not write anything on the question paper.
- Indicate correct question numbers in front of the answers.
- No questions or clarifications can be sought during the exam period, answer as it is, giving reason, if any.

**Answer the following questions:****Marks****Q.1** Read the below given case facts and answer the question with appropriate reasoning.**(5x2=10)**

Ankita Sharma had been head of marketing for the last five years at Herculean Ltd, a computer products company. The company's turnover had increased by two-and-a-half times during the period and its market share in a number of products had also moved up marginally. What was credible was that all this had happened in an environment in which computer prices had been crashing.

Although she had a talent for striking an instant rapport with people – particularly with the company's dealers – Sharma often found herself battling against odds, as she perceived it, as far as her relationships with her subordinates and peers in the company were concerned. Sharma had to fight male prejudice all the way. She found it unfair that she had to prove herself regularly at work and she used to make her displeasure on that score quite obvious to everyone.

Six months ago, Herculean Ltd had been taken over by an industrial group which had a diversity of business interests and was, more importantly, flush with funds. The change of ownership had led to a replacement of the managing director, but it had not affected the existing core management team. David Dhawan, the new managing director, had his priorities clear. "Herculean Ltd will go international", he had declared in the first executive committee meeting, "and exports will be our first concern".

Dhawan had also brought in Kapil Goyal as his executive assistant with special responsibility for exports. Goyal had been seconded to Sharma for five weeks as a part of a familiarisation programme. Much to her surprise, he had been appointed, within two months, as the vice president (exports), with compensation and perks higher than her own. Sharma had made a formal protest to Dhawan who had assured her that he was aware of her good work in the company and that she would have an appropriate role once the restructuring plan he was already working on would be put into effect.

One morning, as she entered the office and switched on her workstation, a message flashed on her screen. It was from Dhawan. “Want to see you sometime today regarding restructuring. Will 2.30 PM be convenient”? It went.

Later at his office, Dhawan had come straight to the point. He wanted to create a new post called general manager (public affairs) in the company. “With your excellent background in customer relations and connections with the dealer network, you are the ideal material for the job”, he said, “and I am offering it to you”. Sharma was quick to react. “There is very little I can contribute in that kind of job”, she said. “I was in fact expecting to be promoted as vice president (home marketing)”. Dhawan said that the entire gamut of marketing functions would be looked after by Goyal who would have boardroom responsibility for both domestic and export sales. “If you continue in marketing, you will have to be reporting to Goyal which I thought may not be fair to you. In any case, we need someone who is strong in marketing to handle public affairs. Let me assure you that the new post I am offering will in no way diminish your importance in the company. You will in fact be reporting to me directly”.

“You are being unfair and you are diminishing my importance in the company”, reported Sharma. “You know that I am a hard core marketing professional and you also know I am the best. Why then am I being deprived of a rightful promotion in marketing? Tell me”, she asked pointedly, “would you have done this to a male colleague”?

“That is a hypothetical question”, said Dhawan. “But I can’t think of any other slot for you in the restructuring plan, I want to implement except what I am offering”.

“If the reason why you are asking me to handle this fancy public affairs business of yours”, said Sharma, “is that you can’t think of any other slot for me, then I would have second thoughts about continuing to work for this company”.

“May I reiterate”, said Dhawan, “that I value your role and it is precisely because of this that I am delegating to you the work I have been personally handling so far? May I also state that I am upgrading the job not only because it is important but also because it should match your existing stature in the organisation”?

“I need to think about this. I will let you know tomorrow”, said Sharma and left the office.

- a) How would you describe the organization culture at the Herculean Ltd?
- b) If you were in place of Ankita Sharma what would you do?

Q.2 Read the below given case facts and answer the question with appropriate reasoning.

(3+4+3  
=10)

One day, Virgin Group founder Richard Branson received an excited e-mail from his daughter. She had read a newspaper article talking about a new vacation policy that seemed like just the thing for Virgin. According to this policy, all salaried staff are permitted to take leave whenever they want and for as long as they want. Employees need no prior approval and absolutely no one is keeping track of their holidays. If they feel like taking time off for a day, a week, or even a month, it is up to them to decide — on one condition. They need to be 100 percent sure, their absence does not harm their

company in any way. As a consequence, they have to be certain that they and their team are up-to-date on every project.

Modern technology has radically changed the world and that includes our working day. Since the arrival of smart phones, laptops and tablets, we actually carry the office around in our briefcases and pockets. We receive job-related e-mails and text messages anytime and anywhere, often expecting and indeed getting a prompt response. Although people might not realize it very much, their work has overtaken their free time and private lives. Thus, it is hard to tell precisely when people do or do not work. With companies no longer able to accurately track people's time on the job, why track people's time off the job? It was this point exactly that convinced Richard Branson to introduce the new vacation policy within the Virgin businesses, from entertainment and airline companies to hotels and banking. Other businesses that did the same experienced a boost in productivity, creativity, and morale. Adjusting to new developments and challenging situations seems the right thing to do for leaders who strive to successfully launch their organizations into the future.

- a) Do you expect Virgin's new vacation policy to work within all organizations? Why or why not? (3 Marks)
- b) Path-goal theory suggests that leaders adjust their behaviour to people's locus of control. Considering Branson's new policy, which locus of control does he expect his employees to have? Why? ? (3 Marks)
- c) Some people might consider Virgin's policy to be a sign of laissez-faire leadership. Do you agree? Why or why not? ? (4 Marks)

Q.3 Read the below case facts and answer the questions with appropriate reasoning.

(5x4=20)

With 3,700 hotels located in 92 countries, Accor's revenues total more than \$6 billion. About 180,000 people currently work for Accor's internationally renowned brands, including Sofitel, Novotel, and Ibis in Europe, the Middle-East, and Africa, and Huazhu, Grand Mercure (through domestic brands Mei Jue, Maha Cipta, and Manee Pura), and Sebel in Asia, Australia, and Latin America. Because Accor is opening one hotel every two days, it will employ even more people over the next few years directly and via subcontracting temporary work agencies. Not only does it mean negotiating an increasing number of employment contracts with individuals, but it also involves local negotiations with subcontractors. Work conditions and pay are often at the core of most of these negotiations.

In European hotels, labour costs represent almost 50% of revenues. Thus, human capital is either a competitive advantage you might invest in or a resource you may save money on. There is often a clash between shareholders, whose goal is to increase profit by lowering costs and generating more cash, and employees, who expect a higher pay from their company's growth.

In France, over the last five years, there have been hundreds of room attendants working for Accor hotels who publicly went on strike, complaining in the media about their pay

and work conditions. These room attendants were not directly employed by Accor, but by subcontractors who paid them less than the industry minima and imposed higher production-rates on them (for example, to clean four rooms an hour) than room attendants directly employed by Accor, whose unions negotiated work conditions (three rooms an hour is the key-performance indicator used in Ibis hotels). Although the conflict occurred between temporary workers and their employing agencies, Accor had to play a role, because room attendants on strike could not be replaced on the spot and remaining employees could not accept more supplementary hours. To foster its engagement in CSR and to solve the conflict, Accor signed a protocol with its subcontractors and the room attendants went back to work.

Unions may play a role in such labor-management conflicts. While it has excellent relationships with French unions, Accor was actually warned by the French Organisation for Economic Co-operation and Development (OECD) national contact point (NCP) in 2012 after a complaint about the violation of international guidelines was brought against it in 2010 by the International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations (IUF), which represents over 12 million workers. The IUF stated that Accor Group had denied the right of its employees to join collective negotiation in one hotel in Benin and to establish trade unions in three hotels in Canada. Because local unions and hotel managers were unable to come to any agreement for years, the social conflict reached a global level with the IUF. In 2014, the French OECD NCP eventually thanked Accor for their involvement in resolving the conflicts with the IUF, and in deploying training plans to nurture hotels' franchisees and managers' sense of CSR.

Yet such conflicts should have been avoided, for Accor is strongly committed to developing compensation systems and work conditions that exceed the requirements of local legislation. In 2014, Accor signed non-discretionary profit-sharing agreements in countries like Mexico, Russia, Turkey, and the United Arab Emirates. Gender-neutral compensation and equal opportunity programs are also vital to Accor, which created a Women at Accor Generation (WAAG) network designed to help women to evolve within the group. A Singaporean general counsel states that she had to face cultural pressures that compelled her to focus on family commitments rather than to work, but WAAG assisted her in solving work-life conflicts and advancing within Accor. In Dubai, where hotel managerial positions are usually held by men, the director of two hotels spoke of how WAAG helped her with training courses and Webinars, which also covered gender-related challenges, to assume her responsibilities as a female manager.

- a) Labor-management negotiations might be characterized as more distributive than integrative. Do you agree? Why do you think this is the case? What, if anything, would you do about it?
- b) Be they dyadic, intragroup, or intergroup ones, labor-management conflicts are too often considered as dysfunctional while neglecting the role of third-parties that could make them more functional. Do you agree? Why?

- c) If you were advising union and management representatives about how to solve their conflicts, drawing from the artefacts in the UIF-Accor case and the concepts of conflict and negotiation management, what would you tell them?
- d) What kind of conflicts do the Accor employees involved in WAAG networks face? Imagine, describe, and analyze both the conflict process and the negotiation process that one of them might have experienced.

Q.4 Which training techniques do you recommend for each of the following occupations? (2.5x2=5)  
Why?

- a) A welder (2.5 Marks)
- b) An inexperienced supervisor. (2.5 Marks)

Q.5 Experts argue that companies need to focus on strategy formulation, implementation, competition and the like and not waste their time and energy on matters relating to wages and salaries. Give your view point with appropriate reasoning. (5)

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