

Roll No.
6000 30/40/50/

N-811

June - July 2019
Bachelor of Business Administration (BBA) Examination

Second Semester (New)
BB-202 : HUMAN RESOURCE MANAGEMENT

Time 3 Hours]

[Max. Marks 80

Note : Attempt any four questions from Section A. All the questions carry equal marks i.e., 16 marks for each question. Case in Section B is compulsory and carries 16 marks.

Section A

1. What is the importance of Human Resource Management ? Illustrate the role and functions of HR Manager.
2. What is Job Analysis ? Explain its steps with the help of an example.
3. Explain in brief :
(a) Training Vs. Development (b) Recruitment Vs. Selection.
4. Illustrate the method of designing compensation for an organisation. What is the role of job evaluation in designing compensation structure ?
5. Explain any three methods of performance appraisal with the help of an example.
6. Write short notes on any two of the following :
(a) Human Resource Accounting (b) Employee Grievance Redressal
(c) Career Planning (d) Safety and Accident Prevention at Workplace.

Section B

7. Closing Case :

It Is Good News Everywhere For COCA COLA

After fumbling in India for over a decade and losing the top slot to Pepsi, the humbled coca giant is dreaming big again and rejigging its strategy with a fresh zeal and sharper focus.

Why did the Cola giant fumble in the first place ? Here are some mistakes and learnings that Coca Cola has undergone in the past:

Globalisation Holds the Key

Coca Cola was among the bluest of blue MNCs to have entered India in the 1990s. It was and still remains among the top five most powerful brands and the largest beverage company in the world. A lot of that MNC arrogance had a rub-off effect in the way it laid out its India strategy. Snapping up the locally popular brands like Thums Up, Lima, Maaza to kill competition, its brand-building exercise for the mother-brand was often at the cost of the local ones. It was costly and often didn't work. Thums Up remains a very strong brand in southern states like Andhra Pradesh and in fact in the Brand Equity *Most Trusted Brands* listing. It ranks 34-much higher than Coca Cola's 42nd ranking. As the company redraws its India plans, it promises to be far more rooted to the realities like have more local insights, promoting local drinks like Aam Panna and localised variants like sprite-Jal Jeera.

Delegate, Empower and Be Patient

Five CEOs in a decade, a high employee turnover of 30%, Coca Cola India was in a chaos as constant churn at the top took its toll. "Every time a new CEO took over, he drew out a new strategy and a fresh game plan to win the market", recalls a Delhi-based ex-employee. Lack of confidence and patience from the headquarters only made matters worse. "The short-term approach to show quick results was taking its toll," recalls a Bangalore-based ex-employee who was involved in operations.

Worse, with \$1 billion of investments and having written off \$450 million assets in 2000, penny conscious Coca Cola headquarters began micromanaging issues like hikes. Recall a senior HR executive who worked in the eastern region: "No hikes above 10% at any level- we got the message from the US headquarter". Everything was in a flux-not just in people leaving, in roles too changing frequently. There wasn't much flexibility that the HR department had in managing people.

Slowly, Mr. Singh (CEO, Coca Cola, India) and his team are helping win back the staff confidence here and getting some freedom from the Atlanta headquarters. "When I came, there were complaints of low salaries. We undertook a transparent benchmarking study to fix that", he says. Multiple channels for dialogues have been opened up. Every month now, there is an open house meeting where all employees at the headquarters can air their concerns and issues. "We are trying to bring down the decision-making process", says Mr. Singh.

Soften that MNC Arrogance

Being the world's most powerful brand had its flipside. Every time there was a problem, the company pointed a finger elsewhere. "We were in denial mode", says a senior company executive. "Earlier, we spent more time defending ourselves", says a candid Mr. Singh. Despite aggressive efforts it realised that in a sensitive business of food and drinks, scientific data matter, but perceptions matter more. "No matter what you did, it (pesticide issue) was a losing proposition", says a senior ad industry executive. "You could only side-step it to minimise the damage", he adds. The company too seems to have figured that out. "Let's focus on solutions instead of debating if we are part of the issue or not", says Singh. Coca Cola is trying to move beyond the blame game and has learnt to be more constructive.

Engage Beyond Business <http://www.davvonline.com>

For both Pepsi and Coca Cola the world was small and their attention very focused on each other. Just then CSE, an NMGO, expanded and complicated their business playfield in India. Suddenly their MNC tag became a noose as the cola glitz and glamour gave way to pesticide, pollution, and groundwater depletion controversies. Having learnt lessons the hard way, Coca Cola is now opening up multiple channels of dialogue and engagement with the community it is operating in. It is setting up a Coca Cola Foundation that will engage in a variety of developmental work. To help create employable talent. It is setting up Coca Cola Retail University that will train sales staff. It organises rural games with a consortium of Indian farmers in the South. Water conservation and recycling have become its pet projects even as it aspires to become a net zero water user by 2009 in India. "We want to build a sustainable business model in India", says Singh.

Perhaps, the highs of the past may never return. India and Indians' fascination for the West and MNC brands like Coca Cola today may have more earthy-rather than heady-appeal. Of course, the brand itself has come down from its pedestal. "Coca Cola was an insignificant product delivered spectacularly", says an ad industry veteran. The celebrity endorsements, ad campaigns and their cricket-connect made them glitzy and desirable. "Soon, they came to be seen as frivolous without being pleasurable", he adds, just when "cooler" brands like Google and Nokia overtook it. From such lows, a company can only go up. Coca Cola India is already beginning to. Hopefully, Atlanta's confidence in India's growth story will be strong and long-term. And that the global beverage leader- after a slew of bad publicity and poor business track record-has gained a humble confidence to chalk up a successful business in India. For a company with such a difficult past in India, this may yet be early days.

But the management is upbeat. Neville Isdell, chairman and CEO of Coca Cola, said its India arm registered a double-digit growth in the first quarter this year after a series of negative growth. Earlier in Atlanta it announced that India will be the No. 3 market for the company. The company will invest close to \$250 million in the next three years-and this is just the beginning. Today things are working for the company. For the CEO, it is good news everywhere.

This could well be the third awakening in India for the world's largest beverage company. (Forced out of India in the 1970s, Coca Cola re-entered in 1983 sinking in \$1 billion in over a decade. It began losing its fizz since 2003 when pesticide allegations first surfaced.) But finally, after negative sales growth on the back of public backlash, surging attrition (around 30%) and internal chaos, the company seems to be steadying its feet in the Indian market.

1. Analyse the Case.
2. As HR manager what role do you carve for yourself in making Coca Cola a number one Cola Co. in India?