

## IMT-12

### HUMAN RESOURCE MANAGEMENT

**Notes:**

- Write answers in your own words as far as possible and refrain from copying from the text books/handouts.
- Answers of I<sup>st</sup> Set (Part-A), II<sup>nd</sup> Set (Part-B), III<sup>rd</sup> Set (Part – C) and Set-IV<sup>th</sup> (Case Study) must be sent together.
- Submit the assignments in IMT CDL H.O. along with the assignments Question Papers for evaluation .
- Only hand written assignments shall be accepted.

**A. First Set of Assignments**

5 Questions, each question carries 1.5 marks.

**B. Second Set of Assignments**

5 Questions, each question carries 1.5 marks.

**C. Third Set of Assignments**

5 Questions, each question carries 1.5 marks. Confine your answers to 150 to 200 Words.

**D. Forth Set of Assignments**

Two Case Studies : 7.5 Marks. Each case study carries 3.75 marks.

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#### SECTION - A

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- Bring out the paradoxes in HRM.
- Discuss the role of HRM in strategy evaluation.
- Define Job Analysis. What are its uses?
- Discuss the common interview problems.
- Explain the career development initiatives.

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#### SECTION - B

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- Bring out the salient features of the incentive schemes followed in Indian Industries.
- Describe the components of Executive Remuneration.
- Explain the various steps in the benefits administration.
- How is safety performance assessed?
- Bring out the principles of transfers.

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#### SECTION - C

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- Explain the different approaches to Industrial Relations.
- Explain the strategies and techniques adopted by the management to keep their plants union-free.
- What is arbitration? How does it help resolve industrial conflict?
- Explain the typical recruiting model.
- What is reverse culture shock? How do MNCs cope with it?

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## CASE STUDY - 1

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Rita and Manoj are post graduates in Management under different streams from the same B-School. Both of them are close friends from the college days itself and the same friendship is continuing in the organisation too as they are placed in the same company, Hi-tech Solutions. Rita placed in HR department as employee counselor and Manoj in Finance department as key finance executive. As per the grade is concerned both are at same level but when responsibility is concerned Manoj is holding more responsibility being in core finance.

By nature Rita is friendly in nature and ready to help the people who are in need. Manoj is an introvert, ready to help if approached personally and is a bit egoistic in nature. They have successfully completed 5 years in the organization. The Management is very much satisfied with both of them as they are equally talented and constant performers.

Rita started noticing some behavioral changes in Manoj and he is not like as he use to be in past. During general conversations she feels that Manoj is taunting her that she is popular among the employees in the organisation on the other hand he is not even recognised by fellow employees.

One morning Mr. Sharma General Manager Hi-tech Solutions received a shocking mail from Manoj about his resignation. Mr. Sharma called Rita immediately and discussed about the same as she is close friend of Manoj. By hearing the news Rita got stunned and said that she do not know this before she also revealed her current experience with him. Mr. Sharma who does not want to lose both of them promised her that he will handle this and he won't allow Manoj to resign.

In the afternoon Mr. Sharma took Manoj to Canteen to make him comfortable after some general discussion he started on the issue. Manoj, after some hesitations opened his thinking in front of Mr. Sharma. The problem of Manoj is 1) He don't even get recognized by the people if he comes alone to the canteen but if he is accompanied by Rita he gets well treated by others. 2) one day both of them entered the company together the security in the gate wished them but the next day when he came alone the same security did not do so. 3) Even in meetings held in the office the points raised by Rita will get more value so many a times he keeps silent in the meeting.

This to him is quite degrading on each day of work and this is totally disturbing him. Manoj also questioned that both of them have same qualification and experience in this organisation. More over the responsibilities over him are more valuable than that of Rita. After all these things if he is being ignored or unrecognized by the fellow employees his ego does not allow him to continue here.

By listening to him Mr. Sharma felt that it is not going to be very difficult to stop his resignation. Mr. Sharma explained Manoj the reasons for such partial behavior of the employees.

After listening to Mr. Sharma, Manoj felt sorry for his reaction and ready to take back his resignation.

### Question

1. Find the reason that Mr. Sharma would have given to Manoj.

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## CASE STUDY - 2

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The department of Social Services represents a large portion of a county's budget and total number of employees. The job of eligibility technician is responsible for all client contact, policy interpretation, and financial decisions related to several forms of public aid (e.g., food stamps, aid to families with dependent children). Eligibility technicians must read a large number of memos and announcements of new and revised policies and procedures. Eligibility technicians were complaining they had difficulty reading and responding to this correspondence. The county decided to send the employees to a speed reading program costing \$250 per person. The county has 200 eligibility technicians.

Preliminary evaluation of the speed reading program was that trainees liked it. Two months after the training was conducted, the technicians told their managers that they were not using the speed reading course in their jobs, but were using it in leisure reading at home. When their managers asked why they weren't using it on the job, the typical response was, "I never read those memos and policy announcements anyway."

### Questions:

- a. Evaluate the needs assessment process used to determine that speed reading was necessary. What was good about it? Where was it faulty?
- b. How would you have conducted the needs assessment?