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SEAT No. :

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T.Y. B.B.A.

**C 506 : CASES IN HUMAN RESOURCE MANAGEMENT
(2019 Pattern) (CBCS) (Semester - V)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *Attempt all questions.*
- 2) *Figures to the right indicate full marks.*

Case 1 :

[15]

When Mahesh joined ABC bank private sector he had one clear goal to prove his metal he did prove himself and has been promoted five times since his entry into the bank. Compared to others, his progress has been the fastest. Currently, his job demands that Mahesh should work 10 hours a day with practically no holidays. At least two days in a week, Mahesh is required to travel. Peers and subordinates at the bank have appreciation for Mahesh. They don't grudge the ascension achieved by Mahesh, though there are some who wish they too had been promoted as well.

The post of General Manager became vacant. One should work as GM for a couple of years if he were to climb to the top of the ladder. Mahesh applied for the post along with others in the bank. The chairman assured Mahesh that the post would be his. A sudden development took place which almost wrecked Mahesh's chances. The bank has a practice of subjecting all its executives to medical checkup once in a year. The medical reports go straight to the Chairman who would initiate remedial where necessary. Mahesh was only 35, he too, was required to undergo the test. The chairman of the bank received a copy of Mahesh physical examination results, along with a note from the doctor.

The note explained that Mahesh was seriously overworked and recommended that he be given and immediate four-weeks vacation. The doctor also recommended that Mahesh workload must be reduced and he must take to physical exercise every day. The note warned that if Mahesh did not care for advice, he would be in for heart trouble in another six months. After reading the doctor's note, the Chairman sat back in his chair, and started brooding over. Three issues where uppermost in his mind :

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- i) How would Mahesh take this news?
ii) How many others do have similar fitness problems? (iii) Since the environment in the bank created the problem, what could he do to alleviate it?

Questions :

- Q1) If the news is broken to Mahesh, how would he react?
Q2) If you were giving advice to the Chairman on this matter, what would you recommend?

Case 2 :

Himalaya stores private limited was established in 2001 as a family concern with a small general store to begin with. It has now grown into a large private limited company and runs a multi storied departmental store which has about 300 employees. With the growth in companies business, qualified managers, salespersons and other employees were appointed in various departments. Ms. Verma agent 58, now working as manager of Sales Planning is in the organization right from the beginning. She started as a sales girl in the shop and has so far handled almost all types of work in the company. She had to leave college studies and had to take up a job, due to some family problem. She has a younger brother, who is well settled as an aeronautics engineer in Bangalore.

Ms. Verma is known to be very sincere and loyal to the organization and very strict executive. The management committee has made a special mention of her services and contribution on several occasions. The managers in other departments often consult her on various matters. They have always found her advice to be valuable. Ms. Verma's job includes sales planning and budgeting.

The departmental store has 120 sales girls who are supervised by five floor supervisors. Many of the sales girls are graduates. But they have continuous turnover. The sales girls tend to leave jobs for family reasons, especially when they get married. So it becomes necessary, almost every year, to recruit and appoint few new salesgirls. Recently, the Sales Manager has come across certain problems and does not know how to solve them. The trainee sales girls from the sales from sales promotion approached him one day and asked whose instructions they should follow. They said that, they thought they were supposed to follow directives of the Sales Promotion manager, as he was their boss. But they were also getting instructions and directions from Ms. Verma from time to time, which were clashing with that of their own manager.

One of the floor supervisors has complained that Ms. Verma often checks on the work of the sales girls at the sales counters. She rebuked and reprimanded them for small mistake. She also criticizes their sales stock and the way they dress. The supervisor narrated one instance, Venice sales girl broke down to

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tears, when Ms. Verma objected to her going out with some relatives during the lunch break. The sales manager is apprehensive that he should not get into unnecessary squabbles with Ms. Verma. He respects her for her age and seniority in the company and the weightage she carries with the top management. He would not mind few healthy suggestions from her. But he now feels Ms. Verma is encroaching rather too far in other manager's territory. He is also concerned that open confrontation may not be desirable, since that would create a bad image for him with the top management. He thinks he knows the problem but does not know 'how to bell the cat', without hurting his image and the interpersonal relations between himself and other managers especially Ms. Verma.

Questions :

- Q1)** Analyse the case.
- Q2)** What should the Sales manager do?
- Q3)** If you were appointed as HR by top management, how would you deal with the situation?

Case 3 :

[10]

Swagata foods limited is a homegrown company in the business of processing and marketing jams, ketchups and Pickles. It enjoys its Brandy equity and the management is professional. Still, its CEO had decided to quit and he was personally involved in the recruitment of his successor, Mr. Raj. After Mr. Raj joined the company, he wanted to review the performance appraisal system, which was started about 15 years ago. Initially, it was a trait based system where superiors rated employees on the basis of job knowledge, integrity, communication, health/hygiene, loyalty etc. In the last two years, the erstwhile CEO Mr. Ravi, had introduced 360 degree appraisal system, which essentially involved a manager being appraised by his subordinates, peers and superiors.

In the new system the subordinates had the opportunity to give feedback freely about their manager's behavior. He carried out a pilot study through a questionnaire and was of the opinion that it is essential to heed to the views, concerns and opinions of subordinates with care and respect. He then designed a subordinate appraisal form and made it an integral part of the managerial performance appraisal system. The name of the subordinates giving the feedback was kept confidential and only the responses were shown to the managers. The introduction of this system evoked a lot of hue and cry in the organization. Managers were up in arms, as many of the top performing managers got a negative feedback from their subordinates. They wanted that feedback be given in a face to face discussion.

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But Mr. Raj had his doubts about this system as it questions the very basics of organizational control mechanisms and group dynamics. Therefore, he agreed that performance appraisal system needs to be top-down and vice versa. The problem is that the existing system could not be totally scrapped out because it would send the wrong message to the subordinate level employees that their views does not matter to the management. However, continuation of the existing system would create greater conflict. Time was running out and Mr. Raj had to quickly come to some conclusion because the new appraisal cycle had to start within two weeks.

Questions :

- Q1) What went wrong with the assessment of Mr. Raj regarding implementing 360 degree performance appraisal system?
- Q2) Why are the managers up in arms?
- Q3) What should Mr. Raj do now? Please advise him

Case : 4

[10]

Shailesh a machine operator, worked as a mechanist for Srinivas, the supervisor. Srinivas told Shailesh to pick up some trash that had fallen from Shailesh's work area, and Shailesh replied, "I won't do the janitor's work"

Srinivas replied, "when you drop it you pick it up". Shailesh became angry and abusive calling Srinivas a number of names in a loud voice and refusing to pick up the trash. All employees in the department heard Shailesh's comments.

Srinivas had been trying for two weeks to get his employee to pick up trash in order to have cleaner workplace and prevent accidents. He talked with all the employees in a weekly departmental meeting and to each employee individually at least once. He stated that he was following the instructions of the General Manager. Only objection came from Shailesh.

Outburst by Shailesh hurt Srinivas badly. Srinivas told Shailesh to come to the office and suspended him for one day for insubordination and abusive language to a supervisor. The discipline was within the company policy, and similar behavior had been punished in other departments in the past.

After Shailesh left Srinivas's office, Srinivas phoned the Human Resource Manager, reported what he had done, and said that he was sending a copy of the suspension order for Shailesh's file.

Questions :

- Q1) If you were the human resource manager, what comments would you make?
- Q2) Do you assess the need for any of employees? If yes, what inputs should be embodied in the training programme?

