

## **Case study 1:**

### **Pay Negotiations**

Karina, the finance manager at a large company faces a dilemma. Rohit, who is one of the accounts managers and a union member, has requested an 8 percent raise for his work unit. His request is based on recent finance reports showing that his department has substantially contributed to a 15 percent profit increase for the organisation. He feels that his team should be compensated for the hard work and long hours they have put in over the last few years to achieve this outcome.

Karina knows the value of Rohit's team and readily acknowledges their achievements. However, she knows that the company has plans to expand and diversify. This new project will use up the majority of the profit increase for at least the next few years. She is willing to sit down with Rohit and talk about how his team can get involved in the new project. There could be new job opportunities, some overseas assignments, and possible promotions to various leadership positions within the new project. Karina has flagged this with Rohit; however, he is adamant that his team needs to be compensated with a monetary increase.

Devise a constructive solution for the above-said problem.

## **Case study 2:**

### **Tension between two employees**

You have noticed friction prevailing between two of your co-workers. You think it is due to an underlying issue. You reach out to Senthil and find out that he feels it is difficult to talk with Shobhana. Senthil explains that women should not be working in the corporate environment, because they are too emotional. You discover when speaking with Shobhana that she feels Senthil never respects anything that she says, even when she has support of all the other team members. Shobhana says that she feels Senthil is sexist and disrespectful of women in the workforce. In this scenario you know that you're not going to be able to change some of the deep-rooted feelings that the participants have towards each other. So, the only thing that you can do is to separate the emotional issues. Focus solely on the business. And, then move them from a position to interest. Right now, the two individuals are taking positions

that working against each other. What you want them to do is to focus solely on the business matter and find the collaboration between their interest to resolve the matter in the best way for the company.