

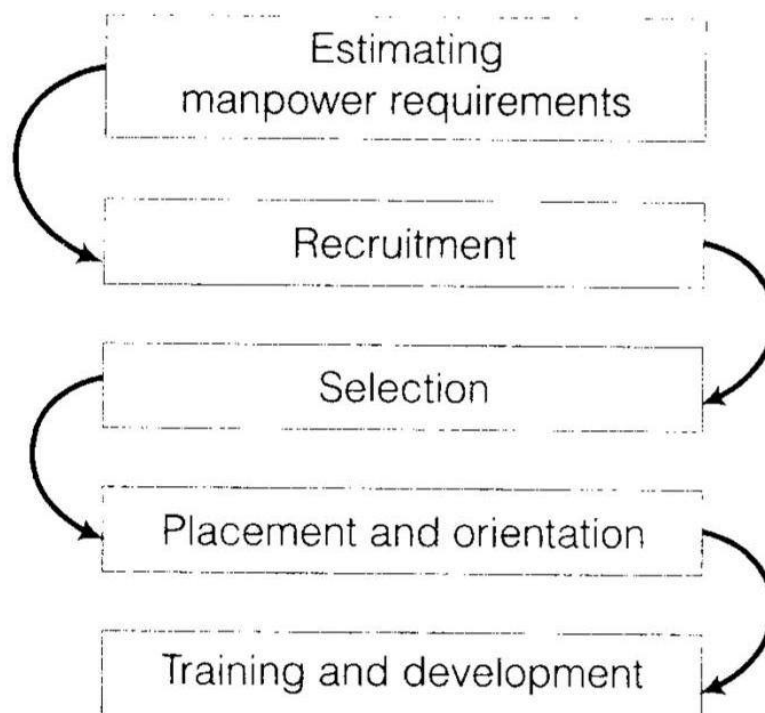


Case Problems

1. A company X limited is setting up a new plant in India for - manufacturing auto components. India is a highly competitive and cost effective production base in this sector. Many reputed car manufacturers source their auto components from here. X limited is planning to capture about 40% of the market share in India and also export to the tune of at least \$ 5 million in about 2 years of its planned operations. To achieve these targets it requires a highly trained and motivated work force. You have been retained by the company to advise it in this matter. While giving answer keep in mind the sector, the company is operating .

1. Outline the process of staffing the company should follow.

Ans: X Ltd is planning to set up new plant in India for manufacturing auto components. The prime concern of the company is to hire the manpower who are highly trained and motivated. In order to achieve the targets, the company should follow the staffing process in this manner.



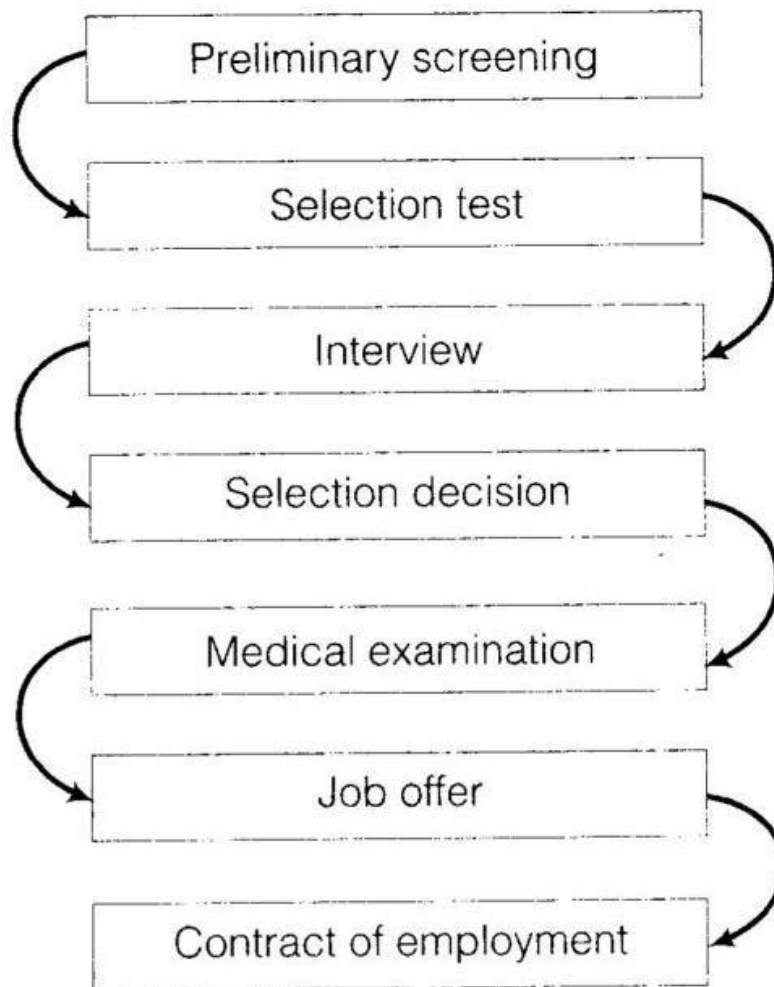
2. Which sources of recruitment the company should rely upon? Give reasons for your recommendation.

Ans: The company is establishing a new unit in India. Thus, they should rely on external sources of recruitment. They should adopt this source and through employment exchange, placement agencies, labour contractors they will be able to get the good staff in company.

This recommendation is fruitful because through these sources the company is having a wide choice of candidates, they can get the qualified personnel and bring new blood in the organisation who are highly competitive, will work harder to show better performance.

3. Outline the process of selection the company should follow with reasons.

Ans: Through recruitment process organisation receive large number of applications. In order to select the most suitable candidate to perform the job. Selection process is to be considered. Following steps are to be taken



Company should follow these steps in series as the first step preliminary screening helps the manager to select among those candidates whose applications are selected.

Second step is selection test it is to be conducted to check the practical knowledge of the candidate.

Third step interview is to be taken of those candidates who qualify the test. A panel of experts is called which are identifying the best among hundreds.

Fourth step is selection decision. The candidates who pass the test, interview included in selection list and critically examined that they are best or not.

Fifth step is examining their medical fitness they are efficient or not.

Sixth step is to offer the job, providing them a letter of appointment in which terms and conditions are mentioned.

The final step is contract of employment when candidate accepts the job offer they signed the contract of employment, the employer and candidate exchange certain documents.

4. Which methods of training and development should be company initiate? Explain giving reasons.

Ans: The company can use 'On the job' and 'Off the job' training methods.

The merits or benefits of 'On the job' are

(i) It is a practical method.

(ii) The trainee can contribute towards the real/actual work.

(iii) Separate arrangements need not be done.

If the 'Off the job' methods are used then the benefits derived are

(i) Vestibule training helps in avoiding modern and expensive equipments from being damaged.

(ii) Conference helps in to develop conceptual knowledge reduce, resistance to change etc.

2. A major insurance company handled all recruiting screening and training processes for data entry/customer service representatives. Their competitor was attracting most of the , qualified, potential employees in their market. Recruiting was made even more difficult by the strong economy and the 'job seeker's market.' This resulted in the client having to choose from candidates who had the 'soft' skills needed for the job, but lacked the proper 'hard' skills and training.

1. As an HR manager what problems do you see in the company?

Ans: The human resource manager may face the following problems

(i) Lack of trained workforce.

(ii) Lack of sufficient personnel to provide customer services.

(iii) Inefficient maintenance of data.

2. How do you think it can be resolved?

Ans: Following steps can be taken to resolve these problems

(i) Proper training of the personnel.

(ii) Provision of incentive based schemes.

(iii) Proper data base should be maintained by the company in order to provide efficient services.

3. A public transport corporation has hired 1,000 buses for the different routes for the passengers of metropolitan city. Most of the 3,000 crewmen (drivers, conduct, helpers etc) of these buses have been found to be wanting in satisfactorily dealing with public and daily commuter. They seem to be little interested in the job and the job seem to have lost all meaning to them.

1. As manager of the public transport company what measures do you suggest to improve the working of crewman in question?

Ans: The following measures can be taken to improve the working of crewmen.

(i) Along with wages/salary various other facilities should be provided to them like education for their children, insurance etc.

(ii) Working hours should be between 7 to 8 per day.

(iii) Intervals should be provided.

2. Is it possible to modify their behaviour by planning a suitable type of training? Suggest one.

Ans: Yes, it is possible to modify their behaviour by planning 'coaching' training programme as in this programme superior guides and instruct the trainee as a coach. He suggests the changes required in behaviour and performance of the employee. Coach gives due importance to the objective of individual and objectives of organisation. Thus, effective coaching motivates the employees to perform their best ability.

4. Ms Jayshree recently completed her post graduate diploma in human resource management. A few months from now a large steel manufacturing company appointed her as its human resource manager. As of now, the company employs 800 persons and has an expansion plan in hand which may required another 200 persons for various types of additional requirements. Ms Jayshree has been given complete charge of the company's human resource department.

1. Point out what functions is she supposed to perform?

Ans: Ms Jayshree as HR manager is required to perform the

following functions

- (i) Recruitment
- (ii) Prepare job description
- (iii) Preparing compensation and incentive plans
- (iv) Arranging training programmes
- (v) Making welfare schemes for employees
- (vi) Handling grievances of employees
- (vii) Handling labour dispute

2. What problems do you foresee in her job?

Ans: She may face the following problems

- (i) Properly qualified candidates may not be available.
- (ii) Demand for wages may go higher.
- (iii) After providing training the workers may leave the organisation.
- (iv) Trade unions may bring unreasonable demands.

3. What steps is she going to take to perform her job efficiently?

Ans: Following steps can be taken by her to perform her job efficiently

- (i) She should make use of all the possible sources of recruitment.
- (ii) She should frequently consult the experts and also observe the policies followed by competitors to recruit and retain the workforce.
- (iii) Maintaining cordial relationship with trade unions and encouraging them to act as one big family.

4. How significant is her role in the organisation?

Ans: Her role is very significant in the organisation. She is a human resources manager and concerned with timely procurement of competent manpower and ensuring its effective and efficient utilisation so as to survive along with the three main objectives; organisational, individual and societal

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