



**MEASI INSTITUTE OF MANAGEMENT  
CHENNAI-14**

**Approved by All India Council of Technical Education and  
Affiliated to the University of Madras, ISO 9001:2018 Certified Institute**

**Human Resource Management**

<b>Case Study Number</b>	1
<b>Level of Teaching</b>	L2
<b>Program Outcomes Covered</b>	PO4, PO6
<b>Course Outcome Covered</b>	C203.3

The personnel office of XYZ Chemicals Limited informed the middle managers through a circular that a group of consultants would be calling on them later in the week to provide training on team building. The consultants would be emphasizing on how to develop teamwork and to build intergroup relationships throughout the company. The information also contained the approach to be adopted by the consultants and explained the five step process of team building : problem sensing, examining differences, giving and receiving feedback, developing interactive skills and follow up actions. The circular also included a note on the utility of team building in organizational effectiveness.

On receiving the circular, middle managers felt tense as they thought team building as an exercise involving a lot of hocus-pocus as they experienced in sensitivity training exercises in which participants used to attack each other and let out their aggression by heaping abuse on those disliked. The managers felt that the consultants were not needed for team building. One of the managers commented, “ Now that we understand what is involved in team building, we can go ahead and conduct session ourselves. All we have to do is to choose a manager who is liked by every one and put him in the role of change agent/consultant.” You really do not need high priced consultants to do this team building stuff. You just have to have a good feel for human factor. The other managers generally agreed. The corporate personnel director turned down their suggestions and proceeded with his original programme of hiring consultants.

**Questions**

1. Why did middle managers show resistance to team building approach of organization development ?
2. Do you think the managers had accurate view of team building concept and role of external consultant in that ?
3. Did corporate personnel office sell the concept of team building and usefulness properly to middle managers ? What actions should department have taken ?



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<b>Case Study Number</b>	2
<b>Level of Teaching</b>	L2
<b>Program Outcomes Covered</b>	PO4, PO6
<b>Course Outcome Covered</b>	C302.4

Rahim limited manufactures a wide range of automotive components. It has a workforce of 1500 including 250 supervisors and executives. Performance appraisal of these supervisors and executives is conducted by their respective superiors annually. The parameters used for performance appraisal are sense of responsibility, superiors dependability on subordinates, initiative, regularity and punctuality, community activity and potential for development to take higher positions. All these factors are given equal weightage. The performance appraisal has three objectives – To grant annual increment, to determine promotability and to assess training needs.

In the year 1998-99 some supervisors and executives were not given any increment because as per performance appraisal, their total scores were below standard. The Overall low scores were due to community activity and potential for development which were given equal weightage alongwith other factors. On the stoppage of annual increment, the aggrieved supervisors and executives represented their case to the managing director of the company and contended that the entire performance appraisal system was faulty. They were very much against the inclusion of community activity and potential for development in the performance appraisal meant for giving pay raise. They argued that all aggrieved supervisors and executives should be given regular annual increments and time bound promotions. The system would be more objective, fair and free from undue biases.

### **Questions**

- 1. As human resource manager, how will you defend the existing performance appraisal system of the company ? will you like to incorporate changes, if any ? If yes, what would be these changes and why ?**
- 2. Should there be separate appraisal criteria for appraising supervisors and executives ? If yes, where are such differences needed ?**



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**3. What actions should be taken to the representation  
made by the aggrieved supervisors and executives ?**

<b>Case Study Number</b>	3
<b>Level of Teaching</b>	L2
<b>Program Outcomes Covered</b>	PO4, PO6
<b>Course Outcome Covered</b>	C203.3

A large public limited company has recently embarked on technology upgradation through foreign collaboration, is keen on developing human resources and in pursuance of this objective has adopted a policy to financially support executives and supervisors to enroll for recognized post graduate professional courses in engineering technology only. The financial support is towards reimbursement of tuition on the examination fees. There 1000 executives and supervisors and of these 650 belong to engineering discipline. It has a computer and data processing unit which 25 professionals. Professionals have welcomed the HRD policy, and even the non-engineering professionals feel that the future benefits of the progressive policy would be made available to them also.

Executives are required to take admission test for enrolment to the post graduate courses and it so happens that most of the engineering executives selected for enrolment belong to the computer division. This was perhaps due to the relatively younger age of the computer personnel and also perhaps their continued association with mathematical exercises which constitute an important part of admission test. The situation has contributed to inter departmental ill will and organizational disharmony. Mr. Ram lal is a brilliant computer professional who is a recipient of the financial benefits under the scheme, got admission to Masters degree in computer Application and he is a promising executive of the organization. He has been entrusted a responsible and prestigious assignment on computer programming.

Mr. Ram Lal's good performance at the university has attracted other employers and he has been offered a job with 25 per cent increase in emoluments. IIL does not wish to let Ram Lal leave the organization particularly because he was associated with an activity so very important for the organization. But this would displease other executives of IIL who insist



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that any upgradation in status and salary be on performance and  
seniority only. Some executives suggest that IIL be required to sign a bond to  
serve the organization for 5 years if they avail of the HRD scheme. They also  
suggest that the scheme be available to executives of all disciplines for all  
recognized professional courses even at the graduate level.**

**Questions**

- 1. Should Mr. Ram Lal be given a raise in status to enable him to stay in the organization.**
- 2. Should IIL insist on execution of a 5 year bond by the employees who avail the benefits under HRD scheme ?**
- 3. Should IIL agree to offer the HRD scheme to executives of all disciplines ?**
- 4. Should IIL enlarge the scope of the scheme to include undergraduate employees for taking admission to diploma/degree courses offered by various national institution ?**