
304 HRM Strategic HRM

1. Define the following concepts:
 - a. Strategic HRM
 - b. Human Capital Management
 - c. Business strategy
 - d. Talent Management
 - e. Employee engagement
 - f. Cross cultural management

2. Do you think that HR strategies be linked with business strategies? Discuss with relevant example of linking HR strategy with business strategy.

3. Discuss the challenges and issues in implementation of HR strategies in Indian context with relevant example.

4. Discuss the role of Strategic HR in the development of business in view of talent management. Also differentiate between strategic HR and traditional HR with example.

5. Assume that you are working as an HR executive in the IT company and you want to recruit one Sr. software engineer and one business development executive. Write a job analysis sheet for the same.

6. Assume that you are working as HR manager of the leading manufacturing company in automotive sector and your organization has obstructed with the

heavy employee turnover this year. What measures you would take to improve the situation. Discuss it with the talent management strategies.

7. Discuss the various strategies of employee engagement with respect to service sector.
8. Assume that you are working as an HR manager of a leading IT company. Your organization has selected 20 people for the overseas assignment, say, at United States of America. Identify the issues and challenges in cross-cultural management in this case. Discuss the cross-cultural management strategies need to be adopted in this situation.
9. Discuss the various reward strategies with relevant example from tourism sector.

10. Case Study:

“Penguin Ltd.” is a food processing industry. The company employed 22 workers. Earlier, the company had a sweeper in its employment, who maintained the cleanliness of the entire company including that of the toilets. Meanwhile the sweeper joined the “Penguin Workmen’s Union.” Later he refused to clean the toilet on certain grounds.

The Personnel Officer called the Union Leader for discussion of the problem to resolve the impasse. The Union Leader contended that the workman was employed as a “Sweeper” and not a “Wet Sweeper.” While joining work, he was not told that he would have to clean the toilets. The management was asked to employ another “Sweeper” for cleaning the toilets. The union threatened to call a strike if there was no settlement of the dispute.

The management contended that hygiene was very important in the food processing industry. Before joining the Union the sweeper had done all the work including cleaning of toilets. Employing an additional wet sweeper was beyond the financial capacity of the company and anyway there was not enough work to keep him occupied throughout the day.

- What HR strategy should company adopt with respect to recruitment and what you as HR manager suggest the company when such situation arises?
- What do you think of the manner in which the management is going to recruit the new sweeper?
- Is the attitude of the Union; the Sweeper and the Personnel Officer right? Justify your answer.

305 HRM HR Operations

1. Define the following concepts:
 - a. HR Policy
 - b. Personnel Management
2. Enlist the contents in employee/personnel file
3. Draft a promotion letter promoting an Engineer to the post of Sr. Engineer.
4. Draft an interview call letter for calling a person for the interview in your organization for the post of HR manager.
5. Draft a show-cause notice for the employee who is habitual in coming late in the factory.
6. Draft a memo to the production department for attending the training session on KAIZEN

7. Draft a warning letter to the employee working in production department for loitering in the factory premises unnecessarily.
8. Calculate the PF (employee and employer contribution) for the following cases:
- Mr A. : Basic + DA: 28000 per month
 - Mr. B.: Basic + DA: 14000 per month
9. Calculate the ESI contribution (employee & employer contri.) in the following cases:
- Mr. A :Gross Salary: 21500 per month
 - Mr. B.: Gross Salary: 18000 per month
10. Calculate the compensation under Employees' Compensation Act, 1923 for below cases:
- The age of an injured employee is 35 years [completed], his monthly wages are Rs. 800/- and permanent total disablement is caused, calculate the amount of compensation payable to him. (Relevant factor = 197.06)
 - The age of an employee [who is injured and permanent total disablement is caused] is the 35 years [completed] and his monthly wages are Rs. 4,000. Find out the amount of compensation payable. (Relevant factor = 197.06)
 - An employee is working in a factory on monthly wages of Rs.700 who loses a thumb as a result of injury caused to him. Calculate the compensation payable to him. (as per Schedule I, the injury results in 40% loss of earning capacity and relevant factor = 207.98)

11. Calculate the bonus (Minimum & Maximum) under Payment of Bonus Act, 1965 in the following cases:

- a. Mr. A: Basic + DA = 13500
- b. Mr. B : Basic + DA = 7500
- c. Mr. C Basic + DA = 25500

12. Calculate the gratuity under Payment of Gratuity Act, 1972 in the following cases:

- a. Calculate the gratuity for Mr. Rajan who has worked in your organization for 37 years & whose Basic plus DA was Rs. 50,000
- b. Calculate the gratuity for Mr. Abhay who has worked in your organization for 3 years & whose Basic plus DA was Rs. 15000.
- c. Calculate the gratuity for Mr. Gopinathan who has worked in your organization for 4 years, 7 months & whose Basic plus DA was Rs. 21,000.

13. Design a CTC structure for the below positions:

- a. Sales Executive for automobile industry
- b. Marketing Manager for rubber industry
- c. Software Engineer for IT industry

315 HR International HRM

1. Explain the concepts of (with respect to international business)
 - a. Host Country Nationals (HCN's)
 - b. Parent Country Nationals (PCN's)

- c. Third Country Nationals (TCN's)
2. Explain the cultural dimensions of managing people in international context.
3. Explain the role of HR management in managing multinational organizations. Also discuss competitive strategies for optimal performance of MNCs.
4. Explain the challenges in recruitment and selection of global staffing.
5. Explain the challenges faced by Expatriates and the ways to overcome these challenges.
6. Explain the challenges in managing global compensation.

317 HR Compensation and Reward Management

1. Explain in brief the process of compensation of employees. What sources do employers use to benchmark the compensation?
2. Explain in brief the various methods of wage fixation
3. Explain the issues related to compensation with respect to following industries:
 - a. Manufacturing
 - b. IT/ITES
 - c. Infrastructure
4. Design a salary structure for your startup incorporating rewards and incentives.
5. Design a salary structure (CTC) for marketing manager with incentives and benefits.

6. You are a small business owner wishing to establish a benefits program for your employees. What things you consider to ensure that the program is a success for your employees?

319 HR Change Management and New Technologies in HRM

1. Why do people resist change? Explain the various strategies to implement change in the organization.
2. Explain ADKAR change management model with example from business perspective.
3. Discuss the current trends in change management in context to digital transformation (Discuss with an example of e-HR practices).
4. Discuss the challenges in implementing the HRIS in manufacturing unit.
5. Why do entrepreneurs fail to adopt change? What role HR managers should play to make it a success?