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B.B.A. (Semester VI) EXAMINATION, 2018

606-C : CASES IN HUMAN RESOURCE MANAGEMENT

(HRM Special Paper IV)

(2013 PATTERN)

Time : Three Hours

Maximum Marks : 50

N.B. :— (i) Question No. 1 is compulsory.

(ii) Solve any *two* cases from 2, 3 and 4.

1. Define the concept 'Case Study'. Explain the steps involved Case Analysis. [10]

2. Jones Construction Ltd. (JC Ltd.) is a local construction who are working as principal contractor in the construction of forty six, two, three and four-bedroom domestic properties. The site on which they are located has a separate access road that is used for the delivery of income-building materials that are unloaded from the vehicles by forklift trucks. The employees of JC Ltd. are responsible for any such unloading of vehicles and for the transfer of any materials to points of storage on site, such as compound or places of use.

P.T.O.

JC Ltd. has recently recruited six additional part-time employees to work allocated days and weekends. The new employees include five students and a former employee who had taken early retirement. Their duties include taking deliveries, checking deliveries for quality and quantity, unloading/loading and assisting with the transfer of materials to points of storage and around site.

On his second day at work, one of the new employees, a 17 years old student, receives leg injuries when he is struck by a forklift truck while walking across the compound area. The forklift was being driven without authorisation by an employee of a sub-contractor who was in a hurry to get materials to his place of work.

The employee of the sub-contractors claims that the brakes on the truck were ineffective. The normal driver of the forklift truck, who was taking a scheduled break at the time of the accident, has refused this claim and continues to drive the truck.

The injury was properly notified to the Health & Safety Executive under the Reporting of Injuries, Diseases & Dangerous Occurrences Regulations 1995. Two weeks later, the employee who had previously retired telephoned the site manager to inform him that he has sustained an injury to his back while unloading bagged materials from a lorry.

Questions :

(a) Analyze the case.

- (b) Explain the legal options open to the inspector and the factors that may influence which options are decided upon.
- (c) Prepare an action plan of any short-term or long-term measures.
- (d) Outline defences that may be used by JC Ltd. in disputing the claim. [20]

3. Mr. David Thomas is working as a confirmed stenographer in Robertson Company, employing about 400 employees. The company is producing spare-parts required for four-wheelers. As a matter of orthodox policy of the company, secretarial services are shared by two or more bosses and as such Mr. Thomas was asked to look after the work of Manager-Finance and Manager-Material. The Finance Manager Mr. Karwande engaged Mr. Thomas normally for a longer period, due to which Mr. Narayanan, the Manager-Material suffered from absence of prompt secretarial work. The relations for Mr. Narayanan with Mr. Thomas, steno were strained. He complained on several occasions against Mr. Thomas and requested the personal department to take action against Mr. Thomas. Due to the overwhelming influence of Mr. Karwande, the Finance Manager, some-how no action was take. Once Mr. Narayan had really very urgent job, which Mr. Thomas's services are needed. He could not become available. When Mr. Narayan made written complaints to the General Manager

(Personnel) stating part experience of Mr. Thomas, the General Manager (Personnel) issued show-cause notice to Mr. Thomas.

The Finance Manager attempted to intervene, but show-cause notice issued to Mr. Thomas was not withdrawn.

Next day Mr. Thomas tendered resignation and without waiting for acceptance of the resignation, left the office, saying that he was the victim of defective personnel policy and system of dual control.

Questions :

- (a) Analyze the case.
- (b) State the principle of management to which the system of dual central relates.
- (c) Comment on the policy of constructions work of two bosses to one person in case of Robertson Company.
- (d) React on the remarks of Mr. Thomas that he was a victim at detective personnel system of dual control and his abrupt departure. [20]

- 4. Mr. Jaggi, Human Resource Manager of ABC Group of companies approached the CEO on 30th March, 2007 and apprised him of the absence of Mr. Pradeep, Assistant Account in the Corporate Finance Department, for the past one month and requested him to send the show-cause notice to Mr. Pradeep as per the Labour Laws inforce.

The CEO told Mr. Oberoi, "When Mr. Pradeep has been absent for the last one month, your duty is to go to his house and find out the reason and solve his problem rather than reporting the absence. Go immediately to Mr. Pradeep's house and find the reason and report it to me before 5.00 p.m. today." Mr. Jaggi immediately left for Mr. Pradeep's house and came to know from Mr. Pradeep's wife that Mr. Pradeep has been in grief as he has been trying to collect Rs. 1,00,000 for the surgery of his sick wife in a reputed hospital in Mumbai. Mr. Oberoi could meet Mr. Pradeep around 3 p.m. and both of them then met the CEO. Both of them told the CEO the reason for the absence and suffering of Mr. Pradeep.

The CEO immediately contacted the hospital and informed them that the company will pay Rs. 1,00,000 tomorrow i.e. 31st March, 2007 and requested the doctor to carry out the surgery for Mr. Pradeep's wife tomorrow itself. The CEO ordered Mr. Oberoi to issue a cheque for Rs. 1,00,000 in favour of the hospital and also pay Rs. 10,000 in cash to Mr. Pradeep to meet subsidiary expenses as a grant. Mr. Pradeep as well as Mr. Oberoi were amazed at the decision of the CEO. Mr. Pradeep became emotional and touched the feet of the CEO. The CEO told Mr. Oberoi, "The problems of our employees are the company's problems. We treat the employees as a part of our family." This news spread in the entire company

within on time and the employees felt highly secured. The productivity level increased by 100% in the next quarter itself and continued over the years to come.

Questions :

- (a) Why did Mr. Oberoi favour to follow a legal approach to the problem ?
- (b) Why did CEO provide Rs. 1,10,000 as just a grant to Mr. Pradeep ?
- (c) What would be the morale of employee's family members after this event ?
- (d) Suggest a suitable title for the above case and justify that title. [20]