Course Case Map for
HUMAN RESOURCE MANAGEMENT

Case Mapping for
HUMAN RESOURCE MANAGEMENT
by Gary Dessler | Biju Varkkey
12th Edition, Pearson Education

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Course Case Map for HUMAN RESOURCE MANAGEMENT

THE HOUSE OF HR

Living Room - 1
- Strategic HRM
- Managing Global HR

Living Room - 2
- Performance Management and Appraisal
- Coaching, Careers and Talent Management

Drawing Room
- Training and Development

Personal Entertainment
- Benefits and Services

Dining Room
- Pay for Performance and Financial Incentives

Kitchen Room
- HR Policies, Procedures & Guidelines
- Establishing Strategic Pay Plans
- Competency Mapping & Career Management

Laws of Land
- Employment Laws
- Labour Relations & Collective Bargaining

Pooja Room
- Equity, Ethics, Justice, Fairness, Transparency

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<td>• Human Resources Strategy  - Patrick M. Wright (SHRM, 2008)</td>
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<td>• Delivering Strategic Human Resources Management  - Boris Groysberg, Andrew N. McLean, Cate Reavis (HBR, Feb 2006)</td>
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<td>• Tours Of Duty – The New Employer-Employee Compact - Reid Hoffman, Ben Casnocha, Chris Yeh (HBR, Jun 2013)</td>
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<td>• Inner Work Life: Understanding The Subtext Of Business Performance - Teresa M. Amabile, Steven J. Kramer (HBR, May 2007)</td>
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<td>• Interview With Warren Bennis - Joel Kurtzman (S+B, Jul 1997))</td>
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<td>• Job Enrichment Pays Off - William J. Paul Jr.; Keith B. Robertson; Frederick Herzberg (HBR, Mar 1969)</td>
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<td>• They’re Not Employees, They’re People - Peter F. Drucker (HBR, Feb 2002)</td>
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<td>• How To Make People Decisions - Peter F. Drucker (HBR, Jul-Aug 1985)</td>
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<td>• Teaching Smart People How To Learn - Chris Argyris (HBR, May 1991)</td>
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<td>• Good Communication That Blocks Learning - Chris Argyris (HBR, Nov 2000)</td>
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<td>• What Would Peter Say - Rosabeth Moss Kanter (HBR, Nov 2009)</td>
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<td>• Differences At Work: The Leadership Challenge - Sandra J. Sucher (HBR, Sep 2014)</td>
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<td>• Empowerment: The Emperor’s New Clothes - Chris Argyris (HBR, May 1998)</td>
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<td>• Corporations, Culture, And Commitment: Motivation And Social Control In Organizations - Charles A. O’Reilly (CMR, Jul 1989)</td>
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<td>• Why Did We Ever Get Into HR - Matthew D. Breitfelder, Daisy Wademan Dowling (HBR, Jul 2008)</td>
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<td>• Leadership That Gets Results (About Emotional Intelligence) - Daniel Goleman (HBR, Mar 2000)</td>
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<td>• How Gen X Managers Manage - Jay A. Conger (S+B, Jan 1998)</td>
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<td>• The Set-Up-To-Fail Syndrome - Jean-Francois Manzoni, Jean-Louis Barsoux (HBR, Mar 1998)</td>
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<td>• The Human Moment At Work - Edward M. Hallowell (HBR, Jul 2000)</td>
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<td>• The Folly Of Forced Ranking - Edward E. Lawler III (S+B, Jul 2002)</td>
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<td>• What Great Managers Do - Marcus Buckingham (HBR, Mar 2005)</td>
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<td>• Maximizing Your Return On People - Laurie Bassie, Daniel McMurrer (HBR, Mar 2007)</td>
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<td>• Fair Process: Managing The Knowledge Economy - W.Chan Kim, Renee Mauborgne (HBR, Jan 2003)</td>
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<td>• Look Before You Lay Off - Darell Rigby (HBR, Apr 2002)</td>
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| • Kill Your Performance Ratings - David Rock, Josh Davis, Beth Jones (S+B, 2014) |
| • How To Keep Your Top Talent - Jean Martin, Conrad Schmidt (HBR, May 2010) |
| • The Discipline Of Teams - Jon R. Katzenbach, Douglas K. Smith (HBR, Jul 2005) |
| • Job-Hopping To The Top And Other Career Fallacies - Monika Hamori (HBR, Jul 2010) |
| • How Your Brain Responds To Performance Rankings (S+B Video, Sep 2014) |
| • Managing Multicultural Teams - Jeanne Brett, Kristin Behfar, Mary C.Kern (HBR, Nov 2006) |
| • Managing Your Boss - John J. Gabarro, John P Kotter (HBR, Jan 2005) |
| • The Concept Of Workplace Performance And Its Value To Managers - Jacqueline C. Vischer (CMR, Feb 2007) |
| • An Inside Job: Best Practices From Within - Lisa Kimball (S+B, Apr 2007) |
| • The Myth Of The Top Management Team - Jon R. Katzenbach (HBR, Nov 1997) |
| • Creating And Testing Workplace Strategy - Kevin Kampschroer, Judith Heerwagen, Kevin Powell (CMR, Feb 2007) |
| • Toward A Theory Of High Performance - Julia Kirby (HBR, Jul 2005) |
| • Ten Steps To A Global Human Resources Strategy - John A. Quelch, Helen Bloom (S+B, Jan 1999) |
| • Toward A Career Resilient Workforce - Robert H. Waterman, Jr, Judith A. Waterman, Betsy A. Collard (HBR, Jul 2001) |
| • What It Means To Work Here - Tamara J. Erickson, Lynda Gratton (HBR, Mar 2007) |
| • What Men Think They Know About Executive Women - Dawn S. Carlson, K. Michele Kacmar, Dwayne Whitten (HBR, Sep 2006) |
| • Who Wants To Manage A Millionaire - Suzy Wetlaufer (HBR, Jul 2000) |
| • Why Mentoring Matters In A Hypercompetitive World - Thomas J. Delong, John J Gabarro, Robert J. Lees (HBR, Mar 2008) |
| • Getting 360-Degree Feedback Right - Maury A. Peiperl (HBR, Jan 2001) |
| • Breakthrough In On-The-Job Training - Earl R. Gomersall, M.Scott Myers (HBR, Jul 1966) |
| • From Control To Commitment In The Workplace - Richard E.Walton (HBR, Mar 1985) |
| • How To Cultivate Engaged Employees - Charalambos Vlachoutsicos (HBR, Sep 2011) |
| • The Dangers Of Feeling Like A Fake - Manfred F.R. Kets De Vries (HBR, Sep 2005) |
| • The Rise Of The Supertemp - Jody Greenstone Miller, Matt Miller (HBR, May 2012) |
| • Work And Life: The End Of The Zero-Sum Game - Stewart D. Friedman, Perry Christensen, Jessica DeGroot (HBR, Jul 2000) |
### Widely-used Books for Human Resource Management

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<td>The Shift: The Future of Work is Already Here</td>
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<td>Productive Workplaces: Dignity, Meaning, and Community in the 21st Century</td>
<td>Marvin R. Weisbord</td>
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<td>Sheryl Sandberg</td>
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<td>Hal Gueutal, Dianna L. Stone, Eduardo Salas</td>
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<td>Employees First, Customers Second: Turning Conventional Management</td>
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<td>Lance A. Berger, Dorothy R. Berger</td>
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Hollywood Classics

High Fidelity  The Siege  Abducted  Citizen Kane

Working Girl  Face to Face  Nine to Five  Horrible Bosses

Outsourced  The Insider  Modern Times  GoodFellas

Office Space  Adalen’ 31  The Negotiator  Wal-Mart: The High Cost of Low Price
## List of Mapped ET Cases’ Case Studies for Human Resource Management

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The House of HR: Junk it or Sync It?

Abstract:
This case study is meant to serve as an inaugural case study in HRM course highlighting the scope of HRM as a discipline and as a practice. Presented through different emerging trends in HR practice, this case study enables a discussion on the need for re-orienting the course contents of HRM to align with the changing expectations and realities.

Pedagogical Objectives

- To have an overview of the HRM course contents and discuss on the practical relevance of the recommended course contents of HRM.
- To understand several trends spanning and shaping HRM, and discuss on the organizational and behavioral (modification) implications of the same.
- To discuss and debate on the ways and means to reorient HRM course contents to make it more meaningful and highly relevant.

Key Concepts/Keywords

Human Resource Management: Human Resource Management and Global Trends; Introduction to Human Resource Management; Introduction to HRM; Significance of HRM; Line and staff functions in HRM; Trends in HRM; Managing expectations; Trends in recruitment; Fraud in recruitment; Trends in work delivery; Trends in the workplace.

Chapter Reading/Background Material:

Women Employees in Tamil Nadu Factories: Lawful Intentions vs Unlawful Pretentions

Abstract:
This case study, mapped for Employee Safety in HRM course, is structured around women employees of Tamil Nadu’s garment industry and textile mills. Tirupur-Coimbatore-Erode-Salem districts together formed a thriving textile hub and while business grew in these districts, the allegations – ranging from exploitation to apathy – have also been on rise. These four districts employ more than 500,000 women workforce and have been facing severe criticisms for their non-compliance of laws, especially related to women safety at their workplaces. With the new amendment proposed to Factories Act 1948, allowing the companies to employ women during night shifts, with Madras High Court’s guidelines (in circa 2000; R. Vasantha), will it be a bane or boon for women workers in these four districts? Would the exploitation stop or would it increase?

Pedagogical Objectives

- To have an overview of a slew of Laws and Acts prevalent in India to safeguard women’s rights and dignity at workplace, taking cognizance of article 15(3) of the Indian Constitution.
- To examine the current state of women worker’s health and safety record at Tamil Nadu’s garment industry/textile mills in the light of several related laws.
- To discuss and debate on the proposed amendment to Factories Act 1948 with reference to women working during night shifts and its effect on textile mills’ women workers.

Key Concepts/Keywords

Women Employees; Women Employee Safety and Health; Women Workers and Labor Laws in India; Women Workers and Factories Act; 1948; Women Workers and Amendments to Factories Act, 1948; Women Workers in Night Shift; Women Workers and Garment Industry in Tamil Nadu; Women Workers and Compliance of Laws in India; Women Workers and Unsafe Workplace Conditions.

Chapter Reading/Background Material:
**Child Labor in India: Role of Company HR**

**Abstract:**
This caselet can be used to discuss whether the HR departments have extended responsibility of arresting the practice of child labor. In India, 4.5 million children (according to 2011 census) were reportedly employed but the unreported numbers are mindboggling. While many government and non-governmental organizations were working towards the eradication of this social malice, corruption among the enforcement authorities, illiteracy of the parents, poverty, adult unemployment, and many other factors kept the practice of child labor prevalent in the country. Can Indian companies and their HR departments play a proactive role to abate the prevalence and occurrence of child labor?

**Pedagogical Objectives**
- To understand the extent of child labor in India and examine the ethical connotations of employing child labor in organizations
- To discuss the measures taken thus far by the government and other NGOs and debate on the extended responsibilities of HR departments

**Key Concepts/Keywords**
Child Labor in India; Child Labor and Kailash Satyarthi (Nobel Peace Prize Winner – 2014); Child Labor and Factories Act, 1948; Child Labor and Mines Act, 1952; Child Labor and Article 24/Article 45/Article 39-e/Article 39-f; Child Labor Violations in India; Child Labor in Agriculture Sector in India; Child Labor and Illegal Mining in India; Child Labor in Manufacturing Sector; Child Labor as Domestic Help; Child Labor in Hazardous Jobs; Child Labor and International Labour Organization (ILO); Child Labour (Prohibition and Regulation) Act 1986; National Authority for the Elimination of Child Labour (NAECL); International Program on the Elimination of Child Labour (IPEC); National Child Labour Project (NCLP); Integrated Child Development Service (ICDS)

**Chapter Reading/Background Material:**

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**Child Labor in India and Indian Companies: Is there a Case for Extended Responsibility?**

**Abstract:**
This case study can be used to reflect the extended responsibilities of HR departments in the case of child labor. Especially in a country like India, where nearly 4.5 million children (according to 2011 census) are reportedly employed, what would this mean for the demographic dividend? Also with Kailash Satyarthi winning the Nobel Peace Prize (for 2014) for his campaigns against child labor, the simmering problem seems to have assumed a global dimension. Can Indian companies and their HR departments play a proactive role to abate the prevalence and occurrence of child labor through their intent and involvement? Two young HR recruits (Mitali Roy and Manika Arora) grapple with their ethical dilemmas.

**Pedagogical Objectives**
- To discuss and debate on the extended responsibilities of HR departments in the case of child labor
- To examine the ethical connotations for specific child labor related organizational instances
- To understand the extent of instances and intensity of the prevalence of child labor in India and discuss on the measures taken thus far and further measures to be taken

**Key Concepts/Keywords**
Child Labor in India; Child Labor and Kailash Satyarthi (Nobel Peace Prize Winner – 2014); Child Labor and Governing Laws in India; Child Labor and Constitutional Provisions in India; Child Labor and Factories Act, 1948; Child Labor and Mines Act, 1952; Child Labor and Article 24/Article 45/Article 39-e/Article 39-f; Child Labor Violations in India; Child Labor in Agriculture Sector in India; Child Labor and Illegal Mining in India; Child Labor as Domestic Help; Child Labor in Hazardous Jobs; Child Labor and Responsibility of HR Departments; Child Labor and International Labour Organization (ILO); Child Labor and National Commission for Protection of Child Rights (NCPCR)

**Chapter Reading/Background Material:**
## The Cost of Employee Loyalty @ Anand Finance

**Abstract:**
This case study can be used effectively for understanding the nuances of employee loyalty, especially if there is a cost of employee loyalty. While Anand Finance is happy that its workforce has largely been loyal, the VUCA (Volatile, Uncertain, Complex and Ambiguous) times force it to chart new course of action. The newly appointed Business Head, Ashok Singh’s challenges compound when he finds that there wasn’t a single innovation or best practice adopted over the last 3 years. Given his mandate to make Anand Finance as the Walmart of financial services, can he aspire to rally the forces behind the new mission?

**Pedagogical Objectives**
- To discuss and debate on the merits and demerits of employee loyalty and analyze the implications of the same for organizational change
- To debate on whether employees’ relatively longer stints at companies would contribute to active inertia, that might lead companies down the hill
- To examine the ways to align operational orientation with strategic mindset, especially in the case of employees who rose through the ranks and had been serving the company for relatively longer period

**Key Concepts/Keywords**
Employee loyalty; Cost of employee loyalty; Organizational change and employee loyalty; Active inertia at organizations; Strategic HRM; Competitive advantage; Strategic HRM and competitive advantage; Operational orientation vs strategic orientation

**Chapter Reading/Background Material:**

## Job Analysis: AAPS’ Paralysis

**Abstract:**
The purpose of this case study is to understand the importance of job analysis for an effective work delivery and most importantly an appropriate appraisal system. While the outcome of any job analysis has two main components – job description and job specification – its understanding has far reaching implications in an organizational context in general and HR Departments in particular. Describing the HR issues faced by Anoop Singh, Aditya Sharma, Pooja Thakur and Sarika Bakshi (AAPS) – professionals working with different organizations – the case study explains how the four faced problems due to missing or inappropriate job analysis. Did all the problems arise due to erroneous job analysis? The case study shows the impact of job analysis on important HR decisions such as recruitment and selection, performance appraisal, job evaluation (wage and salary decisions) and the training requirements. This case study can be used to highlight how a seemingly theoretical and an unimportant HR practice like job analysis could deeply impact several other allied HR decisions. This case study can be suitably used to teach the concept of Job Analysis and the allied concepts (like job description, job specification and performance appraisal) in Human Resource Management course.

**Pedagogical Objectives**
- To understand the role of job analysis and its inter-linkage with job description, job specification, recruitment and selection, performance appraisal, job evaluation and training & development in designing appropriate HR policies and guidelines
- To examine the four outlined situations and discuss on the most pragmatic and workable options given the sensitivities involving the appropriate job analysis failure
- To discuss and debate on the relevance of integrating job analysis into job role. i.e., to make out a case for every job role to be proficient with carrying out an appropriate job analysis

**Key Concepts/Keywords**
Job analysis; Job analysis and job description; Job analysis and job specification; Job analysis and recruitment and selection decisions; Job analysis and performance appraisal; Job analysis and job evaluation; Job analysis and wage and salary decisions; Job analysis and training requirements

**Chapter Reading/Background Material:**
Elizabeth’s International Placement: Should She or Shouldn’t She?

Abstract:
This caselet describes the predicament of Elizabeth, a young MBA graduate, to accept or reject a dream international placement offer coming straight out of the immersion program. Suitable to explain the concept of college/campus recruitment, the caselet narrates the experiences of students from a globally renowned Business School – School of Management Studies and Research (SMSR), London, UK – during their immersion program. A 45-day student exchange program between SMSR and the prestigious Management Institute of Bangladesh (MIB), Dhaka, the immersion program had enabled students from SMSR to work at some of the well-known companies in Bangladesh.

Elizabeth, who participated in the immersion program at Golden Textiles Ltd. (Golden), was offered a job placement by the company. However, Sam, who had also participated in the program at Golden, cautioned her about joining Golden as he had stumbled upon poor business ethics at Golden. While her fellow program participants at Golden and even her parents encouraged her to join Golden, Elizabeth was not convinced. However, her rejection was likely to negatively impact all the stakeholders – SMSR, MIB, Golden and Elizabeth herself. What should she do? Her decision to join Golden would prove to be a great asset for her as she would begin her career with a challenging assignment. However, has her B-school placements; Recruitment and Decision making

Pedagogical Objectives
• To sensitize the participants to the role of immersion programs in an MBA program and to the work dynamics of the companies where the immersion programs are being carried out
• To understand the broad contours of campus recruiting (especially in management programs) and sensitize the participants to the relevance of immersion programs
• To examine the role of personal values and professional responsibilities in making a decision for an international job posting

Key Concepts/Keywords
Recruitment and campus interviews; Recruitment and campus recruitment; Recruitment and Immersion programs; Recruitment and personal values; Recruitment and professional responsibilities; Recruitment and international placements; Recruitment and Decision making

Chapter Reading/Background Material:
• Ankita Rai and Sonali Chowdhury, “From Feedback to Feedforward”, Business Standard, March 9th 2015, page 4

Grow As We Grow (A): Recruitment Challenges at Jocata

Abstract:
This caselet, first in a series of two caselets, can be used to discuss the need for effective planning, sourcing and recruiting techniques in the selection of the right candidates for an organization, especially for a start-up. Sundari Vedula (Sundari) was the Chief Technology Officer (CTO) at Jocata Financial Advisory and Technology (Jocata), a start-up commenced in 2011 in India. While she was responsible for the technical team, she was also looking over the recruitments. However, it was not an easy task for Sundari. Apart from testing the technical skills of the candidates, she also had to look for the analytical skills and other behavioral attitudes of the candidates to blend-in with the working environment of a start-up firm. It became a challenge for Sundari to find the right entry-level talent, as most of them would be aspirants of jobs at multi-national companies. Finding the middle-management and synchronizing the employees’ personal goals with that of the company was even tougher. How can Sundari overcome these challenges?

Pedagogical Objectives
• To understand the entire process of planning, sourcing, selection and recruitment of candidates for any position and the techniques used in the process
• To understand the basic building blocks of performance management that helps in aligning individual or team performances with the organizational goals and building a career path for the employee
• To discuss and debate on the recruitment challenges at Jocata and arrive at a probable solution

Key Concepts/Keywords
Human Resources Management; Recruitment and Placement; Human Resource Planning and forecasting; Effective Recruiting Techniques; Employment Planning; Recruitment and Selection of Candidates; Performance Management; Human Resource Selection Tools; Recruiting Internal and External Candidates; Rehiring; Succession Planning; Online Recruiting; Virtual Job Fairs; Applicant Tracking Systems; Employment Ads; Employment Agencies; Offshoring and Outsourcing Jobs; On-Demand Recruiting Services; College Recruiting; On-Site Recruiting; On-Campus Recruiting; Referrals and Walk-Ins; Internships; Recruiting a Diverse Workforce

Chapter Reading/Background Material:
Recruitment Fiasco at CITPR Ltd.

Abstract:
This case study can be used to discuss the concepts of HR Planning, Recruitment Processes and HR Communication. Mr. Swami, HR Manager, CITPR Ltd., found himself in big trouble after not following the HR process carefully. This resulted in a highly chaotic situation placing the careers of 25 students of TTC College of Engineering and Management (TTC) in a quandary when CITPR Ltd., after selecting them in the campus interview, denied them final placement. Overlooking HR planning, delaying the communication and initiating official action based on oral communication poses a serious problem to the participants. Would the students be left in a lurch by CITPR Ltd. and TTC College? How far is it justifiable to take decisions based only on verbal commitment?

Pedagogical Objectives
• To understand the importance of HR Planning and what can be the repercussions of not following the steps
• To understand the recruitment process and policies
• To understand the need for supervision in important matters
• To understand the concept of HR communication

Key Concepts/Keywords
Recruitment Fiasco Case Study; Recruitment Fiasco Case Studies; HR Planning Concepts; Recruitment Processes; HR Communication; CITPR Ltd

Trends in Employee Referral Plans

Abstract:
This Case Flyer and the base article can be used to understand the importance of referral schemes as a part of scouting for the right talent. Highly suited for discussion on recruitment, this Case Flyer also enables a discussion on the pros and cons of referral schemes. With several startups and established companies doling out several innovative gifts – from iPads, iPhones, Harley Davidsons, to sponsoring foreign holidays – the referral schemes definitely help to connect with and recruit the right talent. However, many question if employee referral schemes end up promoting an inappropriate behavior among the referring and referred employees. How would employee referral schemes impact employee loyalty? Why are employee referral schemes relatively popular amongst younger employees, than the older employees? Why are employee referral schemes encouraged more in startups?

Pedagogical Objectives
• To understand the role of referrals in finding the right talent for companies
• To examine when and where the employee referral schemes should be encouraged and promoted
• To discuss and debate on advantages and disadvantages of employee referral schemes

Key Concepts/Keywords
Employee Referrals; Employee Referral Schemes; Employee Referral Schemes in India; Employee Referrals in Startups; Employee Referrals amongst young employees; Employee Referrals and Employee loyalty; Employee Referral Schemes and Productivity; Employee Referrals and Recruitment; Employee Referrals and Human Resource Planning; Employee Referrals and Effective Recruiting

Chapter Reading/Background Material:
Chandrika Pasricha’s Flexing It: 
Flexible Working = Maximum Job Satisfaction, Optimum Value!

Abstract:
This case study enables an interesting discussion on one of the many new trends shaping up the HR function—flexible working. The case study, based on Chandrika Pasricha’s Flexing It, captures the growing importance of flexible working. Having had an illustrious consulting career (with the likes of McKinsey) for over a decade, Chandrika set out to define the new rules of HR game, especially in an emerging and aspirational country like India. Would she be able to rewrite effectively the rules of the HR game? Why would companies opt for part time talent? What kind of companies should opt for flexible workers? Why do startups majorly opt for flexible workers? What is the relationship between flexible working and job satisfaction? How would HR build employee loyalty amongst flexible employees?

Pedagogical Objectives
• To understand the need and importance of the emerging trend of flexible working, especially in an emerging and aspirational country like India
• To examine if there is any relationship between flexible working and better job satisfaction
• To discuss on the impending HR challenges (company’s perspective) arising out of opting for flexible workers (employee’s perspective)
• To discuss and debate on Flexing It’s organizational challenges in resetting India Inc’s HR agenda

Key Concepts/Keywords
Flexible working; Flexible working and Chandrika Pasricha; Flexible working and flexi-working; Flexible working and freelancing; Flexible working and independent working; Flexible working and Flexing It; Trends in flexible working; Flexible working in India

Chapter Reading/Background Material:
• “Catch Me if You Can”, Regus, January 2014 (accessed date: March 27th 2015)

Course Case Map for HUMAN RESOURCE MANAGEMENT
HRS’ Employee Testing and Selection Solutions: 
Startups’ Problems?

Abstract:
This case study is meant to highlight the importance of the processes involved in employee testing and employee selection. In the backdrop of the problems faced by Sudhir Gupta (Sudhir) and Priyanka Gupta (Priyanka), Founder-Owners of HR Solutions Pvt. Ltd. (HRS), the case study helps in understanding the significance of accurate employee testing and selection. HRS, an HR solutions provider in employee testing and selection for startups, received complaints concerning few candidates it had placed in the one year since its inception. Feedback received from the clients revealed certain errors in HRS’s testing and selection tools, techniques and the processes used. Should HRS make changes to its proprietary tools? If it should, HRS was not sure, how would the changes affect its core product? HRS had to initiate immediate remedial measures to ensure its processes were streamlined to suit the requirements of startups which were its main clients, bereft of which it would not only lose its credibility but the very premise on which this business was built would be lost soon. However, given the problems that the startups encountered in recruiting through HRS, should they outsource the important HR function of employee testing and selection?

Pedagogical Objectives
• To understand various concepts and processes related to employee testing and employee selection
• To discuss and debate on the “accuracy” premise of employee testing and employee selection and examine the efficacy of several tools and techniques employed to achieve the same
• To debate if employee testing and selection activities should be outsourced or should they be executed in-house, at startups in particular

Key Concepts/Keywords
Employee testing and selection; Employee testing and selection outsourcing; Employee testing and selection at startups; Employee testing and basic testing concepts; Employee testing and selection and background investigations
Employee testing and selection and reference checks; Employee testing and selection and problem employee; Employee testing and selection and entrepreneurial innovation

Interviewing Candidates

Abstract:
This Case Flyer and the accompanying article enable a discussion on the nuances of job interviews. The Case Flyer helps understand the purpose of a job interview and also the process of the same with certain pertinent questions. It triggers a debate whether an individual is hired only for his/her skills or knowledge or for other soft attributes such as attitude. Broadly, it focuses on the necessity of a job interview and the ways to conduct an effective job interview. It helps identify the ways in which information about a candidate can be gathered during an interview even without asking objectionable questions such as those related to age, religion, marital status, etc. This case flyer can be suitably used to teach the concept of interviewing candidates.

Pedagogical Objectives
• To understand the purpose of a job interview in recruitment and to debate on the necessity of the same
• To analyze the process of job interview and determine the parameters of an effective job interview

Key Concepts/Keywords
Interviewing candidates; Interviewing candidates and Job interviews; Interviewing candidates and Employment interviews; Interviewing candidates and Structured and unstructured interviews; Interviewing candidates and Administering interviews; Interviewing candidates and Errors in interviewing candidates

Chapter Reading/Background Material:
• Dianne Weinstein, “The psychology of behaviorally-focused resumes on applicant selection: Are your hiring managers really hiring the ‘right’ people for the ‘right’ jobs?”, Kelley School of Business, Indiana University, 2011
## Learning Models: The New Classroom LAW

**Abstract:**
This case flyer enables a discussion on the evolving nature of learning by analyzing the four learning models outlined in the accompanying article. On the basis of the learning experiences of individuals, the case flyer suggests that a learning experience is a function of two variables – the learning outcome and the learning potent. It discusses the new classroom LAW of learning i.e., allocating a predetermined amount of time to Listening, Asking and Watching for the classroom learning to be effective. While the case flyer focusses on individual learning in a classroom setting, it also links the concept of learning to organizational learning. The case flyer is suitable for teaching the concept of learning in Organizational Behavior course.

**Pedagogical Objectives**
- To analyze the various learning models and to critically evaluate their pros and cons
- To understand and discuss the new classroom LAW

**Key Concepts/Keywords**
Learning; Learning organization; Individual learning; Organizational learning; Learning models; Passive to active learning; Peer-to-peer learning; Research-teacher & Learning; Life-long learning

**Chapter Reading/Background Material:**

## Maruti Suzuki India Limited’s (MSIL’s) ‘Mind-Enlightenment’ Program

**Abstract:**
This Case Flyer, based on an article from The Economic Times, enables a discussion on how Maruti Suzuki India Limited’s (MSIL’s) well-crafted ‘mindfulness’ programs are helping its workforce to enhance their efficiency and emotional stability. Started on an experimental basis, spirituality and ‘mind-enlightenment’ programs by Brahma kumaris have yielded stellar results in improving productivity general work ethic and most importantly reducing the stress levels and conflicts. Encouraged by these results, MSIL extended the training to all of its 18,000 employees. These training sessions, while improving the efficiency levels, have also contributed to better employee engagement. Interestingly, with 45% young workforce, these training programs seem to be preparing the future and potential leaders to be true owners. However, many wonder if this initial euphoria would translate into long-term yields or would this pass as one more employee-development practice?

**Pedagogical Objectives**
- To examine the relationship between competencies, capabilities and training and development and discuss on the ideal ways to build competencies and capabilities amongst employees
- To understand Maruti Suzuki India Limited’s (MSIL’s) ‘mind-enlightenment’ program and discuss on how it has contributed to its employees’ efficiency and engagement
- To discuss and debate on whether the spirituality-related programs can help build a few requisite competencies (personal, inter-personal and professional)

**Key Concepts/Keywords**
Maruti Suzuki India Limited (MSIL); Mindfulness and Maruti Suzuki India Limited; Mindfulness and Brahma kumaris; Mindfulness and Conflict Resolving; Mindfulness and Employee Stress Levels; Mindfulness and Spirituality; Mindfulness and Mind-Enlightenment Programs; Mindfulness and Employee Training and Development; Mindfulness and Employee Competency; Mindfulness and Employee Engagement; Mindfulness and Millennial Workforce; Mindfulness and Ownership Quotient; Mindfulness and Meaning Quotient; Mindfulness and Organizational Development

**Chapter Reading/Background Material:**
Mid-life Crisis and the Importance of New Skills for Mid-level IT Professionals

Abstract:
This case flyer and the accompanying article enable a discussion on the rapidly rising phenomenon of mid-life crisis amongst mid-level IT Professionals, in particular, and employees across various levels and industries, in general. It offers a platform to deliberate on the role of HR in managing the re-skill requirements of employees. Though mid-life crisis, as a phenomenon has been a long researched area, of late it has captured the interest of companies and individuals alike. Is mid-life crisis a necessary evil for every working professional? Can it be avoided? Is it possible to device a mechanism to cope up with mid-life crisis? Research in the area of mid-life crisis had revealed that individuals generally experienced this phase between the ages of 40 and 60. However, recent research figures indicate a significant change in this pattern with individuals experiencing this crisis as early as their mid-30s. Do men and women experience mid-life crisis at the same age/stage of their lives? Do personal events have a bearing on when an individual will experience mid-life crisis?

Pedagogical Objectives
 To understand the connotations and inevitabilities of mid-life crisis
 To discuss how to manage mid-life crisis and the role of HR

Key Concepts/Keywords
Mid-life Crisis; Midlife Crisis in IT employees; Midlife Crisis amongst men and women; Midlife Crisis amongst Men vs Women; Managing Midlife Crisis; Midlife Crisis and the Role of HR; Midlife Crisis; Organizational Behavior; OB; Human Resource Management

Theatre: The New Corporate Training Method

Abstract:
This case flyer enables a discussion on an innovative training method – theatre-based corporate training. It highlights the popularity of theatre-based corporate training in India in the recent past, as detailed in the accompanying article. The case flyer helps in evaluating theatre-based corporate training vis-à-vis traditional training methods. However, the case flyer introduces the dilemma on effectiveness of various corporate training methods. Further, it debates on the factors that decide the effectiveness of a corporate training method. The case flyer is suitable for teaching the concept of training methods in Organizational Behavior course.

Pedagogical Objectives
 To understand theatre-based training as a corporate training method
 To critically evaluate the effectiveness of theatre-based training

Key Concepts/Keywords
Training; Training Methods; Corporate training; Corporate training methods; OB Case Study on corporate training; Theatre-based training; Training and development; Training and learning; Effective training methods

Chapter Reading/Background Material:
Employee Learning Trends

Abstract:
This case flyer and the accompanying article enable a discussion on the intriguing concept of individual learning and development. It provides a platform to debate on the relationship between employee engagement and employee productivity. The contemporary corporate scenario has witnessed a rise in the need for designing and implementing effective learning tools and techniques for employees across all levels. Organizations have realized that this is by no means an easy feat to attain given that these learning programs must be designed to ensure a consistently high employee engagement. How can highly engaging learning programs be designed and implemented? What measures must be taken to ensure employee engagement? Who is responsible for ensuring employee engagement? An interesting trend has been the increase in the Learning & Development (L&D) budgets in Indian organizations, especially over the past 2 years. Nevertheless, these L&D budgets must be worked out to not only meet the diverse needs of the learners but to also meet the strategic business objectives. How can the Return On Investment (ROI) on employees’ learning investments be measured? Should companies be mandated to allocate budgets to meet the L&D requirements?

Pedagogical Objectives
- To understand how organizations can ensure a consistently high level of learner’s engagement
- To deliberate on the L&D budgeting trends in Indian organizations
- To debate on the impact and effectiveness of employee L&D programs

Key Concepts/Keywords
Individual Learning; Learning; Development; Employee Learning; Learning & Development; L&D Budget; Employee Engagement; Learning Program; ROI; E-learning; Organizational Behavior; OB

Chapter Reading/Background Material:

Significance of an Unbiased Performance Appraisal System

Abstract:
This case flyer and the accompanying article enable a discussion on the intriguing concept of performance appraisal. It provides a platform to debate on the challenges in creating and implementing a fair and unbiased appraisal process for employees across all levels. The techniques and methods for evaluating work performance and appraising employees has come a long way from the traditional ranking systems to the modern day 360° and 720° appraisal methods. What are the limitations of standardizing performance measurement practices? Should the performance appraisal methods vary according to the organizational hierarchy? Driven by the objective of improving employee and organizational productivity, appraisal systems are expected to offer a fair and impartial assessment of an employee’s work performance. It is ironical then, that employee productivity and their work performance often show signs of decline, post the completion of an appraisal cycle. What is the role of communication in creating an effective performance appraisal system? What measures should be taken to manage employee expectations across various levels?

Pedagogical Objectives
- To understand the process of performance evaluation and assessment
- To deliberate on the pros and cons of performance appraisals
- To understand the importance of institutionalizing an unbiased and anxiety free culture

Key Concepts/Keywords
Performance Appraisals; Performance Appraisal Biases; Performance Appraisal and Feedback; Performance Appraisal and Evaluation Methods; Performance Appraisals in Manufacturing Sector; Performance Appraisals in Services Sector; Performance Appraisals and Bell Curves; Performance Appraisal Training

Chapter Reading/Background Material:
**Forced Ranking: Boon or Bane?**

**Abstract:**
This case flyer enables a discussion on the topic of ‘Forced Ranking System’ as propounded by the legendary Jack Welch at GE during late 1980s. Considered as a mixed measure of Performance Management Systems (PMS), the case flyer suggests that a great deal of precaution is essential before implementing any such system. The case flyer revolves around the introduction of forced ranking system as a performance management system at Yahoo! by Marissa Mayer, its new CEO. In coherence with the accompanying article, the case flyer discusses the repercussions of forced ranking system in an organization and debates if forced ranking system even truly evaluates human resources as it is believed that employee performance does not follow a bell curve. The case flyer finds application in teaching the concept of ‘performance evaluation’ in Organizational Behavior Course.

**Pedagogical Objectives**
- To understand the concept of performance evaluation and to analyze various Performance Management Systems (PMSs)
- To debate on the fallout of forced ranking on human resources in an organization

**Key Concepts/Keywords**
Performance Appraisal; Forced Ranking System; Forced Ranking at Yahoo!; Marissa Mayer; Employee Performance; Bell Curve; Vitality Curve; Performance Evaluation; Performance Management Systems; Performance Appraisals; Performance Measurement; 360° Feedback; GE’s Performance Management System; OB Case Study on Performance Management System

**Chapter Reading/Background Material:**

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**Grow As We Grow (B): Performance Appraisal at Jocata**

**Abstract:**
This caselet, second in a series of two caselets, can be used to discuss the need for effective performance appraisal process, standards and tools to evaluate employee performance and administer performance appraisal. Sundari Vedula (Sundari) was the Chief Technology Officer (CTO) at Jocata Financial Advisory and Technology (Jocata), a start-up commenced in 2011 in India, she was also responsible for the employees’ performance appraisal. Sundari had to prepare a summary of the employees’ performance from their filled-up appraisal forms. However, it was not an easy task. Since the first performance appraisal process, Sundari still continues to face few challenges with regards to the content of the review forms, the employees’ goal convergence with the company vision, employees’ hesitation to share feedback about peers and team leads and managing the performance of underperformers. The management strived to improve its performance appraisal processes and find solutions to these challenges, however, some still stay unresolved.

**Pedagogical Objectives**
- To understand the difference between performance management and appraisal and also set effective performance appraisal processes and standards using appropriate tools to evaluate the employee performance and finally administer the appraisal
- To discuss and debate about the challenges in the performance appraisal processes at Jocata and find a probable solution

**Key Concepts/Keywords**
Human Resources Management; Performance Management and Appraisal; Performance Appraisal; Performance Management; Performance Appraisal Process; Performance Appraisal Standards; Performance Appraisal Tools; Performance Appraisal Interview; Performance Appraisal Techniques; Steps in Performance Appraisal; Graphic Rating Scale Method; Alternation Ranking Method; Paired Comparison Method; Forced Distribution Method; Critical Incident Method; computerized and Web-based Performance Appraisal; Electronic Performance Monitoring; Performance Appraisal Problems; Performance Appraisals and the Law

**Chapter Reading/Background Material:**
- Ankita Rai and Sonali Chowdhury, “From Feedback to Feedforward”, Business Standard, March 9th 2015, page 4
Ashok Leyland Limited: Building Competitive Advantage through Generational Diversity

Abstract:
This case study can be effectively used for a discussion on how to bridge the generational gaps at workplace. While some tout generational diversity to be an invisible competitive advantage, several others caution that if not used correctly, the same generational diversity can become an organizational stumbling block, as was the case at Ashok Leyland Limited (ALL), India's second largest commercial vehicle manufacturer. Faced with stiff (foreign) competition, in the light of deregulated business environment during early 1990s, and the following demographic changes, ALL reoriented itself to have higher composition of millennials / Gen Y in its workforce. By 2005, nearly 40% of total ALL employees were millennials. The seniors / the company veterans viewed it diametrically opposite. It was a new challenge for ALL and new problems cannot be solved by old solutions. Could ALL turn around the tables?

Pedagogical Objectives
- To understand and analyze Ashok Leyland Ltd's (ALL's) business landscape and the emergence of its strategy curve in context to how the structure (environment) forces a company's strategy
- To understand the reasons for generational disconnect at Ashok Leyland Ltd (ALL) and analyze the same in the light of millennials' characteristics
- To discuss and debate on the initiatives taken by ALL to bridge the generational gaps to create a unified and purpose-oriented workforce and analyze the efficacy of the initiatives
- To contextualize the role and efficacy of corporate culture and cross-functional teams in effecting a lasting organizational change

Key Concepts/Keywords
Strategic HRM; Competitive advantage; Strategic HRM and competitive advantage; Millennials' work values; Millennials and generational diversity; Cross-functional teams; Ashok Leyland Limited

Chapter Reading/Background Material:
- “How Do Generational Differences Impact Organizations and Teams?”, www.birkman.com

Indian Start-ups: The War for Talent

Abstract:
This case flyer enables a discussion on the recent phenomenon of large number of start-ups being established in India and focusses on the issue of Indian start-ups and their inability to attract the required talent. As explained in the accompanying article, while it is relatively easier for start-ups in India to garner capital, it is very difficult to get the right workforce for the start-ups. Why are Indian start-ups struggling on the talent front while in the US, not only are the start-ups able to attract talent, people even feel honored to work for a start-up. The case flyer helps to identify the various factors such as pay package, brand name, risk taking ability, etc., that an individual considers before deciding to work for an organization. The case flyer also debates on the need to nurture a work culture for start-ups in India. It is suitable for teaching the concept of talent management in Human Resource Management course.

Pedagogical Objectives
- To analyze the recent phenomenon of large number of start-up companies being established in India and critically evaluate Indian start-ups vis-a-vis start-ups in other countries
- To identify and debate on the reasons behind start-ups in India not being able to attract talent

Key Concepts/Keywords
Indian start-ups; Start-ups in India; Technology start-ups in India; Start-up entrepreneurs in India; Start-up CEOs; Talent for Indian start-ups; Talent management in Indian start-ups; The war for talent in Indian start-ups; PESTEL framework

Chapter Reading/Background Material:
- Dan Senor and Saul Singer, Start-up Nation: The Story of Israel's Economic Miracle, Twelve, November 4th 2009
CEOs’ Compensation

Abstract:
This case flyer focuses on CEO compensation and as mentioned in the accompanying article debates on the trend of high CEO compensation particularly in banking, financial services and consulting firms. Building a link between the role of a CEO and his/her compensation, the case flyer suggests that the role of CEO for different companies/institutions would vary and therefore CEO compensation would also differ accordingly. The case flyer gives an opportunity to find out ways in which CEO compensation can be structured given the kind of responsibility that a CEO shoulders. The case flyer is suitable for teaching the concept of compensation in Human Resource Management course and can also be effectively used in Management Development Programs.

Pedagogical Objectives
• To analyze the role of a CEO in various types of organizations
• To debate on the aspirations and anomalies in a CEO’s compensation

Key Concepts/Keywords
CEO Compensation; ESOP; Capping CEO Earnings; CEO’s salary; Executive compensation; Total shareholder return; Role of a CEO; Star CEOs; Responsible capitalism; Stock Options for CEOs

Chapter Reading/Background Material:
• “100 Highest Paid CEOs”, http://www.aflcio.org/Corporate-Watch/CEO-Pay-and-You/100-Highest-Paid-CEOs
• Robin Ferracone’s articles on executive compensation issues and CEO pay

Pay for Performance and Financial Incentives (A):
Money and Motivation @ Panache Fashions

Abstract:
This caselet, first in a series of six caselets, is meant to understand the role of money and motivation in structuring an incentive plan. In the conclave on ‘Pay-for-Performance in Start-ups’, arranged by Professor Vandana at Access Business School, six start-ups share their experiences (challenges) in terms of incentivizing their employees. Panache Fashions India Limited’s (Panache) owner Muthukumar Rajasekaran (Muthu) shares the problem of his demotivated workers at the conclave. While Muthu considered that he had provided better salaries and facilities for his staff, when compared to other textile manufacturers in the region, his staff (especially the shop floor workers who constitute a lion’s share of the total workforce) believes otherwise. In the backdrop of the challenges faced by Muthu, this case study introduces participants/students to the various motivational theories that would help understand the factors that trigger employee motivation.

Pedagogical Objectives
• To understand the role of money and motivation in structuring an incentive plan and to examine how insights from various motivation theories can be used to structure an incentive plan
• To analyze the problem faced by the workers at Panache Fashions India Limited and discuss about the probable incentive plans to motivate them

Key Concepts/Keywords
Pay for Performance and Financial Incentives; Money and Motivation; Financial Incentives; Non-financial Incentives; Performance and Pay; Motivation and Incentives; Incentive Pay; Maslow’s Hierarchy of Needs; Variable Pay; Employee Incentive and the Law; Frederick Herzberg’s Theory of Motivators; Edward Deci’s Demotivators Theory; Victor Vroom’s Expectancy Theory; B.F.Skinner’s Behavior Modification/Reinforcement Theory; Payment of Bonus Act, 1965; Incentives Programs in India

Chapter Reading/Background Material:
• “Getting Beyond “Show Me the Money””, Harvard Business Review, April 2015
**Pay for Performance and Financial Incentives (B): Individual Employee Incentive and Recognition Programs @ Whites-32**

**Abstract:**
This caselet, second in a series of six caselets, introduces the participants to individual employee incentive and appropriate recognition programs. Whites-32 is a dental clinic chain established by Dr. Anil Kumar (Anil) in 2013. By the end of 2014, the chain expanded to 10 clinics in the city. However, Anil observed that patients mostly preferred only a few doctors employed at his clinics. He observed that these selected few were making efforts to go that extra mile to comfort the patients and offering better services than others, with 4Es – Elucidation, Ease of treatment, Engagement and Empathy – that led to greater patient satisfaction and in turn more referrals and footfalls. However, it was becoming difficult for Whites-32 to allocate appointments as most of the patients were seeking the service of these select few. As Anil wanted all the doctors employed at Whites-32 to be motivated to perform better, he decided to offer an incentive plan. What type of incentive scheme should be designed to motivate the employees at Whites-32 and what should be the KRAs and KPIs to decide the incentives scheme?

**Pedagogical Objectives**
- To understand the various types of incentive plans for individual employees and their suitability to different types of employees
- To discuss the problem faced by Dr. Anil Kumar and design a workable and effective incentive plan to motivate his employees along with the KRAs and KPIs required

**Key Concepts/Keywords**
Pay for Performance and Financial incentives; Individual Employee Incentive and Recognition Programs; Financial Incentives; Non-financial Incentives; Performance and Pay; Motivation and Incentives; Incentive Pay; Incentives Programs in India; Piecework Plans; Standard Hour Plans; Merit Pay or Performance Increment; Merit Pay Options; Incentives for Professional Employees; Recognition-based Awards; Performance Feedback; Social Recognition Program; Online and IT-supported Awards

**Chapter Reading/Background Material:**
- "Getting Beyond "Show Me the Money"", Harvard Business Review, April 2015

**Pay for Performance and Financial Incentives (C): Incentives for Salespeople @ Tiles & Styles**

**Abstract:**
Third in a series of six caselets, this caselet introduces the participants/students to the challenges involved in designing an effective incentive plan for sales personnel. Thomas Isaac (Thomas) owned a high-end tile and sanitaryware showroom Tiles & Styles (T&S) in a posh locality in the heart of Delhi city. Even after more than one year of the stores’ establishment, Thomas observed that the sales at his store were not picking up. Thomas discussed with his Store Manager and his salespeople to identify the issue. But they opined that as the store was new the sales had not picked up and were hopeful that it might do well in the future. However, Thomas believed that his staff was not motivated enough to drive the sales in his store. He was contemplating to change the pay structure and design an incentive plan for his team to trigger higher store sales. However, he was not sure of a fool proof method to design such an incentive plan.

**Pedagogical Objectives**
- To understand various types of compensation plans for salespeople and the importance of setting sales quotas and commission rates in order to maximize sales forces’ outcomes
- To analyze the problem faced by Thomas and discuss about the effective pay and incentive plans to motivate his team

**Key Concepts/Keywords**
Pay for Performance and Financial incentives; Incentives for Salespeople; Financial Incentives; Non-financial Incentives; Performance and Pay; Motivation and Incentives; Incentive Pay; Variable Pay; Sales Commission; Incentives Programs in India; Fixed Salary Plan; Straight Commission Plan; Combination Sales Compensation Plan; Setting Sales Quotas and Commission Rates

**Chapter Reading/Background Material:**
- "Getting Beyond "Show Me the Money"", Harvard Business Review, April 2015
Pay for Performance and Financial Incentives (D):
Incentives for Managers and Executives @ DuraCoats

Abstract:
This caselet, fourth in a series of six caselets, is meant to introduce the participants/students to the relative importance of fixed and variable component of compensation package for Managers. In April 2013, Gambhir Kumar (Kumar) joined DuraCoats Pvt. Ltd. (DCPL) – a company dealing with production and sales of protective industrial coatings across the country – as a Sales Manager for the States of Andhra Pradesh and Telangana. He was a consistent performer who over-achieved the set sales target and was instrumental in roping in a few very big clients. However, he was dissatisfied, as the company offered him a fixed salary with no benefit/commission on sales. This concern was communicated to the Company Head, who assigned the task of designing an incentive program to the four Regional Managers.

Pedagogical Objectives
• To understand the importance of the fixed and variable component of compensation package and the various types of short- and long-term incentives for Managers
• To discuss the challenge faced by DuraCoats and design an incentive plan to motivate its Sales Managers keeping in view the long-term growth of the organization

Key Concepts/Keywords
Pay for Performance and Financial Incentives; Incentives for Managers and Executives; Financial Incentives; Non-financial Incentives; Performance and Pay; Motivation and Incentives; Incentive Pay; Short-term Incentives; Long-term Incentives; Payment of Bonus Act, 1965; Stock Options; Performance Shares; Indexed Options; Premium Priced Options; Stock Appreciation Rights; Performance Achievement Plan; Restricted Stock Plans; Phantom Stock Plans; Golden Parachutes; Executive Compensation Plan

Pay for Performance and Financial Incentives (E):
Team and Organization-wide Incentive Plans @ Ray Tech

Abstract:
Fifth in a series of six caselets on Pay for Performance and Financial Incentives, this caselet is meant to understand the importance of organization-wide incentive plans. Siddarth Ray (Ray) established Ray Tech Pvt. Ltd. (Ray Tech) in January 2011. The company designed a software for doctors and clinics to store, access (from anywhere) and share healthcare records with other doctors. The company also launched a website through which patients could search for doctors and book appointments. However, the company’s projects were getting delayed on a regular basis. The management found lack of cooperation and coordination between the technical team and the marketing team. In order to motivate the two teams to work in sync with each other, Ray Tech’s management decided to go for an organization-wide incentive plan using the Scanlon Benefit Sharing Formula.

Pedagogical Objectives
• To understand the importance of team and organization-wide incentive plans in bringing employees together to work for the common goal of the company and the various team and organization-wide profit-sharing plans used
• To discuss and design a Scanlon Benefit Sharing Plan for Ray Tech employees

Key Concepts/Keywords
Profit-sharing Plans; Scanlon Plans; Gain-sharing Plans; Rucker Plan; Lincoln Incentive System; Improshare Plans; At-risk Pay Plans; Employee Stock Ownership Plans (ESOPs); ESOPs in India; Broad-based Stock Options

Chapter Reading/Background Material:
• “Getting Beyond “Show Me the Money””, Harvard Business Review, April 2015

Chapter Reading/Background Material:
• “Getting Beyond “Show Me the Money””, Harvard Business Review, April 2015
Pay for Performance and Financial Incentives (F): Designing Effective Incentive Programs @ Indus Research

Abstract:
The last in a series of six caselets, this caselet’s focus is on the critical components of an effective incentive plan. Indus Research Pvt. Ltd. (Indus) started in November 2012, was a market research firm, preparing country, industry, company, product and brand reports that were widely used in India and abroad, especially in Europe and US. Initially, Indus was founded with only 10 employees, but with its growing number of clients, the employee number had increased to 40. With its growing market and number of employees, Sreedhar Nath, Founder and CEO, decided to have a well-defined organization structure and employee KRAs and incentive schemes to keep his employees motivated to perform better. He wondered as to what could be the building blocks of designing an effective incentive scheme?

Pedagogical Objectives
To understand the building blocks of designing effective incentive plans linking the employee performance, their pay and motivation and the impact of financial and non-financial incentives

Key Concepts/Keywords
Pay for Performance and Financial incentives; Designing Effective Incentive Programs; Financial Incentives; Non-financial Incentives; Impact of Financial and Non-Financial Incentives; Performance and Pay; Motivation and Incentives; Incentive Pay; Building Blocks of Effective Incentive Plans

Chapter Reading/Background Material:
- “Getting Beyond “Show Me the Money””, Harvard Business Review, April 2015

Women-only Employee Benefits

Abstract:
This case flyer and the base article can be used for understanding the concept of designing HR practices exclusively meant for women employees/executives. Do women employees get relegated to being second-class citizens in such instances? One of the recent yet questionable practices has been the ‘egg-freezing’ perk doled out by two of the silicon valley-based companies – Apple Inc. and Facebook Inc., to their women employees. While many may opine that the only way to break the glass ceiling is to encourage women to pursue sustainable and equal-footed careers and dole out several exclusive perks in the process, several others question whether treating them separately would only accentuate the glass ceiling effect rather than abating it.

Pedagogical Objectives
To examine the prevalence and extent of pay differences based on gender in India
To discuss and debate on some of the new age (‘questionable’) HR practices for women executives, especially in the light of the ‘egg-freezing’ perk offered by a few silicon valley-based companies
To discuss on the practice of doling out a few exclusive perks to women employees and debate on whether the same can tantamount to unwarranted differential treatment that might accentuate the proverbial glass ceiling barrier than abating it

Key Concepts/Keywords
Employee Benefits; Employee Benefits and Services; Employee Benefits in India; Employee Benefits in Indian Companies; Employee Benefits for Women Employees; Employee Benefits for Women Executives; Employee Benefits and Gender Disparity; Employee Benefits and Gender Inequality

Chapter Reading/Background Material:
Employee Surveillance and Investigation at Ikea, France

Abstract:
This case flyer and the accompanying article enables a discussion on the controversial and debatable practice of employee surveillance and monitoring. What is employee monitoring and why are employers engaging in employee investigation and surveillance? Is employee monitoring an acceptable workplace practice? What are the acceptable forms of employee monitoring? This case flyer provides ample scope to debate on such intriguing questions. With the growing dependence on Internet in the modern day information age, employees end up creating an electronic trail through what they consider as mere innocuous online interactions, giving others the power to monitor and record not only their professional but also their personal lives. Should organizations be allowed to monitor employees at workplace and beyond? Do employees have a right to know that they are being watched? This case flyer stirs up an interesting debate on whether employee monitoring and spying is a boon or a bane?

Pedagogical Objectives
- To understand the various surveillance and investigation practices at workplaces
- To deliberate on the ethical landmines in Ikea’s worker investigation in France
- To debate on whether employee surveillance and monitoring is a boon or a bane

Key Concepts/Keywords
Employee Monitoring; Employee Surveillance; Employee Investigation; Monitoring; Surveillance; Investigation; Employee Spying; Spying; Ikea; France; Resignation; Employee Grievance; Grievance

Foxconn India’s Plant Shutdown: Workers – Unions – Management Deadlock

Abstract:
Set in the backdrop of Foxconn’s shutdown of its Indian operations, this case study sensitizes the participants to the circumstances that led to the closure of its Indian operations and whether Foxconn was right in the way it contracted its closure. The participants can discuss and debate on the actions of the workers and unions at Foxconn India, using the relevant legal provisions governing such actions and the possible recourse for the aggrieved employees. Citing the reason of ‘no orders from Nokia’, all the Foxconn employees were placed under paid-holiday-leave status, from December 22nd 2014. The trade unions and Assistant Labour Commissioner termed the lockout ‘illegal’, as the company did not follow the legal procedures before announcing the closure. Employees, under the guidance of their trade unions, resorted to protests, hunger strikes and forced entry into the factory premises. Under the provisions of the Industrial Disputes Act, 1947, can the management and the workers resort to such actions? How should both parties deal with their respective issues under the provisions of relevant Acts?

Pedagogical Objectives
- To understand how Foxconn’s operation in TSEZ/Nokia SEZ contributed to and affected the manufacturing and employment ecosystem
- To understand the factors contributing to Foxconn’s shutdown of Indian operations and the resultant labor unrest and the unified agitations from Trade Unions
- To discuss and debate whether Foxconn’s reasoning for shutting down its Indian operations was justified
- To examine the efficacy of actions taken by Foxconn’s management, unions and employees
- To understand the relevant provisions of lock-out/closure, lay-offs and strikes as enshrined in the Industrial Disputes Act, 1947 and Trade Unions Act, 1926 and examine the efficacy of the actions taken by Foxconn and its employees

Key Concepts/Keywords

Chapter Reading/Background Material:
- "Trade Unions Act, 1926 and Industrial Disputes Act, 1947"
Abstract:
This case study can be used to sensitize the participants of the broad provisions/tenets of collective bargaining mechanism. Set in the backdrop of Nokia’s decision to shut its Indian plant (in Sriperumbudur, Tamil Nadu), invoking the relevant provisions of collective bargaining, this case study requires the participants to debate on alternative course of action in the interest of the employees.

While the Indian Prime Minister Narendra Modi’s ‘Make in India’ campaign was gaining ground, Nokia was quitting the country to invest in the low-cost haven, Vietnam, leaving thousands of direct and indirect employees devastated. The resultant dissent (especially from Nokia’s employees) was a telling tale of how a celebrated FDI can cause major disruption when it decides to exit. Earlier, in 2013, the Tamil Nadu Sales Tax department and the Income Tax department had accused Nokia of evading taxes summing up to more than $3.5 billion, while Nokia denied of having any such arrears. In September 2013, it sold its Devices and Services division to Microsoft and shutdown its plant at Sriperumbudur on November 1st 2014. Even the efforts of various trade unions to persuade the Government of Tamil Nadu and the Government of India to keep the plant operating for the workers’ benefits failed. What more could have been done by the trade unions in terms of collective bargaining or as industry experts said, was there no case at all for collective bargaining? How should have the governments dealt with the issue to avoid any negative effect on the country’s investment climate?

Pedagogical Objectives
• To understand how the political and business environment affects the inflow and sustenance of FDIs in India
• To understand the role of trade/labor unions in resolving industrial disputes by examining the efforts of India’s employees to save their jobs.
• To examine the relevant provisions of Collective Bargaining (as enshrined in Industrial Disputes Act, 1947, and Trade Unions Act, 1926) and debate on the application of the same in the case of Nokia India
• To discuss and debate on the alternative courses of action, if any, for both the aggrieved parties

Key Concepts/Keywords

Chapter Reading/Background Material:
• Trade Unions Act, 1926 and Industrial Disputes Act, 1947
• “Collective Bargaining and Trade Unions”, http://shodhganga.inflibnet.ac.in/bitstream/10603/8118/13/13_chapter%205.pdf

Workplace Harassment

Abstract:
This case flyer and the accompanying article enables a discussion on the long prevalent issue of workplace harassment, in general, and sexual harassment in particular. It provides a platform to debate on what qualifies as acceptable and unacceptable workplace behavior. What is the relation between individual learning and attitude and workplace harassment? What role should B-Schools play in sensitizing young potential managers towards workplace harassment? This case flyer discusses the role of HR in acclimatizing employees towards the concept of harassment at workplaces. Further, it provides a scope for deliberating on the influence of culture and countries on how individuals view workplace harassment. Finally, it enables a gripping debate on what should companies do when women themselves are the perpetrators of workplace harassment?

Pedagogical Objectives
• To understand the concept of workplace harassment and the role of B-schools in sensitizing potential managers towards harassment at workplace
• To understand the role of HR in sensitizing employees towards workplace harassment
• To debate on the implications of workplace harassment on the employees and the organization

Key Concepts/Keywords
Workplace Harassment; Sexual Harassment; Workplace Bullying; Harassment; HR Practices; Bullying; Perception; Learning; Attitudes; Recruitment; Culture

Chapter Reading/Background Material:
• “Stop Workplace Bullying”, http://www.lni.wa.gov/Safety/Research/Files/FY13-204SHARPBullyingFactsheet.pdf, April 2013
Infosys’ Global Hiring: Ethnocentric or Polycentric?  

Abstract:  
This case study introduces to the sensitivities involved in staffing a global company’s multiple offices spread across multiple global locations. In the backdrop of the six law suits filed against Infosys in US courts, this case study takes the students/participants through the legal compliance and ethical standards expected of a global firm in managing its global HR. Infosys had been facing six lawsuits in the US filed by the job aspirants and employees of the company for its practices of employee discrimination and B-1 visa misuse. In 2011, Jack B. Palmer (Palmer), an employee of Infosys, filed a whistle-blower complaint with the company regarding the misuse of B-1 visas and discrepancies in the I-9 processes. When the company ignored his complaint and harassed him, he took the matter to court. The Federal Government slapped a fine of $34 million on the company for B-1 visa misuse. In 2013, four of the Infosys’ job aspirants/employees filed a civil action lawsuit alleging about the company’s discrimination with respect to language, regional and national bias, as it hired mostly South Asians. All along the company had been denying of any illegal practice, discrimination or harassment. The bigger question that emanates from these incidents at Infosys is what it takes for a global company to recruit and manage a global workforce at various global locations?  

Pedagogical Objectives:  
• To discuss on the nature of complexities involved in Infosys’ global staffing given its nature of business  
• To discuss and debate on the veracity of six lawsuits filed against Infosys in US alleging the abuse of B-1 visas (instead of H-1B visas) and discriminatory policies  
• To examine the desirability of following either ethnocentric, polycentric or geocentric staffing strategies for a global firm and discuss on the implications of following either of them on the long-term prospects of a firm  

Key Concepts/Keywords  
Global Hiring; Global Hiring Practices; Global Hiring and Ethnocentric Staffing; Global Hiring and Polycentric Staffing; Global Hiring and Geocentric Staffing; Global Hiring and Infosys global Staffing; Infosys and B-1 Visas; Infosys and H-1B visas; Global Hiring and Indian IT Companies  

Chapter Reading/Background Material:  
• “Immigration Reforms Needed to Protect Skilled American Workers”, http://www.judiciary.senate.gov/imo/media/doc/Palmer%20Testimony.pdf, March 17th 2013  

The Cost of Employee Loyalty at Bikanervala  

Abstract:  
This case spot can be used for discussing and debating the cost of employee loyalty in the backdrop of a company where the average tenure of an employee is about 15 years. It is generally argued that, ‘my loyalty to the company is contingent on my firm’s loyalty to me’. When viewed from the nature of industry and nature of business that the featured company – Bikanervala Foods Private Limited (Bikanervala) – is in, the learning outcomes can be quite pronouncing. Set in the backdrop of Hyderabad’s outlet of Bikanervala, the century-old Indian manufacturer of traditional sweets and savories, this case spot rummages through what it takes to command employee loyalty and also the unseen costs (if at all there are any) of employee loyalty. With over 42 successful outlets across India with a global presence spanning across Nepal, UAE, UK, New Zealand and Singapore, Bikanervala transformed a traditional and highly geographic-centric business into a scalable and growth-driven business with its unique business and people practices.  

While every company wishes to celebrate its high employee loyalty factor, the contrarian perspectives would offer some intriguing and interesting insights into employee loyalty to have a balanced view on high employee loyalty. What are the costs of high employee loyalty – for the employers as well as the employees? What is the relationship between high employee loyalty, innovation, business sustenance, growth, etc.?  

Pedagogical Objectives:  
• To understand the concept of employee loyalty and its importance for an organization’s sustained and superior performance  
• To understand the contributing factors of very high employee loyalty at Bikanervala  
• To understand and discuss the relationship between the nature of industry, nature of business, nature of job, employee loyalty factor and an organization’s sustained and superior performance  
• To discuss and debate on the cost of employee loyalty (i.e., is high employee loyalty an asset or a liability?) at Bikanervala (Hyderabad), given fairly longer tenures of employees  
• To discuss and debate on whether family businesses foster and command relatively better employee loyalty  

Key Concepts/Keywords  
Employee Loyalty; Employee Loyalty and Organizational Performance; Employee Loyalty and Organizational Culture; Employee Loyalty and Talent Management; Employee Loyalty and Employee Engagement; Employee Loyalty in Companies; Employee Loyalty in Family Businesses; Employee Loyalty in Manufacturing Sector; Employee Loyalty in Services Sector; Cost of Employee Loyalty  

Chapter Reading/Background Material:  
# Course Case Map for Human Resource Management

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List of Mapped ET Cases’ Case Studies for Human Resource Management

Chapter I: Introduction to Human Resource Management
Case Study: The House of HR: Junk it or Sync it?
Key Concepts: Human Resource Management; HRM and Global Trends; Introduction to HRM; Significance of HRM; Line and staff functions in HRM; Trends in HRM; Managing expectations; Trends in recruitment; Fraud in recruitment; Trends in work delivery; Trends in the workplace

Chapter II: Employment Law on India and the United States
Caselet: Child Labor in India: Role of Company HR
Key Concepts: Child Labor in India; Child Labor and Kailash Satyarthi (Nobel Peace Prize Winner – 2014); Child Labor and Factories Act, 1948; Child Labor and Mines Act, 1952; Child Labor and Article 24/Article 45/Article 21(A)/Article 39-e/Article 39-f; Child Labor Violations in India; Child Labor in Agriculture Sector in India; Child Labor and Illegal Mining in India; Child Labor in Manufacturing Sector; Child Labor as Domestic Help; Child Labor in Hazardous Jobs; Child Labor and International Labour Organization (ILO); Child Labor (Prohibition and Regulation) Act 1986; National Authority for the Elimination of Child Labour (NAECL); International Program on the Elimination of Child Labour (IPEC); National Child Labour Project (NCLP); Integrated Child Development Service (ICDS)

Chapter III: The Manager’s Role in Strategic Human Resource Management
Caselet: The Cost of Employee Loyalty@Anand Finance
Key Concepts: Employee loyalty; Cost of employee loyalty; Organizational change and employee loyalty; Active inertia at organizations; Strategic HRM; Competitive advantage; Strategic HRM and competitive advantage; Operational orientation vs strategic orientation

Chapter IV: Job Analysis
Case Study: Job Analysis: AAPS’ Paralysis
Key Concepts: Job analysis; Job analysis and job description; Job analysis and job specification; Job analysis and recruitment and selection decisions; Job analysis and performance appraisal; Job analysis and job evaluation; Job analysis and wage and salary decisions; Job analysis and training requirements

Chapter V: Human Resource Planning and Recruiting
Caselet: Grow As We Grow (A): Recruitment Challenges at Jocata
Key Concepts: Human Resources Management; Recruitment and Placement; Human Resource Planning and forecasting; Effective Recruiting Techniques; Employment Planning; Recruitment and Selection of Candidates; Performance Management; Human Resource Selection Tools; Recruiting Internal and External Candidates; Rehiring; Succession Planning; Online Recruiting; Virtual Job Fairs; Applicant Tracking Systems; Employment Ads; Employment Agencies; Offshoring and Outsourcing Jobs; On-Demand Recruiting Services; College Recruiting; On-Site Recruiting; On-Campus Recruiting; Referrals and Walk-Ins; Internships; Recruiting a Diverse Workforce

Chapter VI: Human Resource Planning and Recruiting
Case Study: Recruitment Fiasco at CITPR Ltd
Key Concepts: Recruitment Fiasco Case Study; Recruitment Fiasco Case Studies; HR Planning Concepts; Recruitment Processes; HR Communication; CITPR Ltd;