

## 1. Mediating Morality – A case study:

This case examines how employee diversity can affect the overall performance level of teams, departments, and organizations. In this scenario, an employee who has an alternate lifestyle claims this is why his coworker is complaining about him. The coworker staunchly disputes this claim. The Human Resource Manager is attempting to assist the two workers in resolving their differences. His ultimate goal is to redirect the attention of these employees back to achieving the established goals of the organization.

The case stresses the importance of understanding diversity in the workplace. Diversity surrounds each of us every day in the working environment. The differences in people must be acknowledged. Employees must be encouraged to gain appreciation for the many positive aspects diversity has to offer.

Prepare a report, which thoroughly responds to the following questions:

- a. What does diversity mean to you?
- b. How did this diversity exposure affect the working environment?
- c. What positives do you find in diversity?
- d. What negatives do you find in diversity?
- e. How can dealing with diversity in individuals be made easier?

## 2. Employees in Motion at PPG Industries

PPG Industries, based in Lahore, manufactures tyres for transportation and other industries. PPG is a decentralized company with 16 different businesses. Although the businesses differ in many aspects, they share a need: to develop employees to fill the role of general manager, an important position within PPG. General management positions help employees build competencies needed for top leadership positions with PPG. Recently, senior executives of PPG have taken an aggressive approach to developing the company's future leaders by moving employees to new positions. For example, a sales position is now occupied by a human resource manager. A new plant manager was previously an experienced sales person. What's the reason for putting employees in motion, that is, moving them to new positions? PPG anticipates a significant need for leaders because of retirements and turnover. Replacements for these leaders are not available from the positions that are traditionally used to staff leadership positions.

- A. PPG is relying on moving employees to new positions as a development strategy. What things should PPG do to ensure this is a successful strategy?

B. What information should be collected to monitor the effectiveness of PPG Industrial development program?

3. Changing compensation to support changes in Corporate Strategy:

By realigning its strategy and compensation and benefits programs, ABC Manufacturing Co. once a traditional company, hopes to compete successfully in the new competitive economy. First, the company divested itself of several business units, including Consumer Products. These divestitures reduced its annual revenues from 5 billion to 3 billion. Next the company pursued a "high-octane" growth strategy in optical communications (optical fiber, cable systems, mental technologies, display technologies, and specialty materials). To support this shift in corporate strategy, ABC Manufacturing Co. sought to support growth by creating an environment that bolstered innovation, risk taking, teaming, and speed. One major change was in its compensation system. The salary structure was streamlined from 11 grades to 5 broad bands for executive cadre and from 7 grades to 3 broad bands for Clerical / Non Clerical employees. The detailed job descriptions and traditional promotion paths of the past may not fit in the current competitive environment. By changing its salary structure, the company hopes to increase its ability to move quickly in responding to and anticipating customer needs in rapidly changing markets by encouraging flexibility, teamwork, and learning among its employees. Decentralizing more pay decisions to managers contributes to this flexibility, and giving employees an increasing stake in the success of the company by making more employees eligible for stock options which hopefully will contribute to the increased focus on teamwork. Finally, employee compensation is increasingly tied to individual employee learning and performance as the broad bands allow managers more flexibility to recognize outstanding achievements.

a. What are the pros and cons of the ABC Manufacturing Co's new pay structure?

b. Will it meet its objectives as expected?

4. Briefly describe your understanding of any two of the following:

- (A) Job Description
- (B) On Job Training
- (C) Job Rotation

5. What strategy would you recommend for finding and keeping the best employees?

6. What are the advantages and disadvantages of using seniority-based promotions.

7. **Mention five types of incentive systems to motivate employees. Provide justification.**
8. **If a Bank opened a branch in a distant city, what activities would the HR department need to undertake before a fully operational and staffed branch was ready for business?**
9. **Identify the labor relations goals of Management, Labor unions, and Society.**