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| Happy Valley Business School | | | C:\Users\Sandy\Desktop\New folder (3)\HVBS PNG 1.png |
| Department(s): Master of Business Administration | | |
| Semester: 02 | Section(s): A&B | |
| **Case Study – Human Resource Management** | |  |  |
| Course Instructor(s): Mr.A.Manojkumar | | | |
| Activity : Role Play | | | |

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| **Objectives** |
| * It allows students to act out and make sense of real-life situations. * It allows students to explore, investigate and experiment |
| Outcomes |
| * Through understanding of the concept with help of an activity |

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| **Role Play:**  Every Organization, regardless of size, type, or location, needs managers who have a variety of characteristics. Management is what managers do. The students were divided into groups and they were asked to choose a role of a manager. Each group was asked to perform in the stage and the audience was asked to find the role of a manager in that particular performance.  The roles played by a manager are as follows:   * Figurehead * Leader * Monitor * Spokes Person * Entrepreneur * Disturbance Handler * Resource Allocator * Negotiator   **Exercise:** The Students are asked to form teams and each team is given with a role played by the manager. The team should source their scenario and present accordingly. End note and feedback is given by the instructor of the course  Few Examples:  **Scenario 1:** Due to covid situation, the company is in loss. There are temporary workers and permanent workers. The company has decided to stop all the permanent workers because the salary they are paying is high. Now all the permanent workers are planning for strike and they did it. As a manager how will you handle the situation.  **Scenario 2:** During covid you are asked to work from home. Because of the fight between u and your wife, she broke your laptop. You don’t have money to get new laptop. You are passing this message to resource allocator. Your laptop is delayed because of certain reasons. Your team leader burst at you for not completing the work on time. How will you handle this situation  **Scenario 3:** You team has to play the role of spokesperson. You have to bring out the name of your company. Do an add zap.  **Scenario 4:** one of your team member comes to office having alcohol. He behaves very badly. Manager is very angry by seeing this. As a team leader how will u save the team member? |

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| Department(s): Master of Business Administration | | |
| Semester: 01 | Section(s): A&B | |
| **Case Study – Principles of Management** | |  |  |
| Course Instructor(s): Mr.A.Manojkumar | | | |
| Activity : Coffee Time Activity | | | |

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| **Objectives** |
| * To connects students with real world practical problems. * To increases student engagement |
| Outcomes |
| * It helps to understand real world practical problems and understand the concept in depth with new insights |

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| **Coffee Time Activity**  **Internet Research**   1. Read the cover stories of Business Week, Fortune, and the Economist on the web   ([www.businessweek.com](http://www.businessweek.com), [www.fortune.com,www.economist.com](http://www.fortune.com,www.economist.com)) and identify any topic in the unit that relates to these stories.   1. Use a search engine to look for “Management by Objectives” and identify how MBO is used: as a planning tool? For managerial appraisal? For motivating people?. In conjunction with development of managers. 2. Search the internet for the term “Matrix organization” to find examples of the grid. Also note the difficulties those companies may have encountered. 3. Use a search engine to find about various forms of wireless or mobile communications. How can each type of wireless device enhance your business communication capability? 4. Search the internet for the term “feed forward control”. How does it differ from feedback control?   **\***Students are asked to submit their research topics within two days from the date of assignment. |

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| Semester: 03 | Section(s): A&B | |
| **Case Study – Managerial Behaviour and Effectiveness** | |  |  |
| Course Instructor(s): Mr.A.Manojkumar | | | |
| Activity: Time Management Grid Matrix | | | |

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| **Objectives** |
| * To understand and know about conducive environment, setting priorities, eliminating non-priorities, goal setting, and forming the right habits. * To know the principles of Time Management |
| Outcomes |
| * Through Understanding of Time Management |

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| **Time Management Grid Matrix**     * Students are asked to prepare their own Time Management Matrix based on the activities which they perform in their day to day life. |

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| Semester: 02 | Section(s): A&B | |
| **Case Study – Human Resource Management** | |  |  |
| Course Instructor(s): Mr.A.Manojkumar | | | |
| Activity : **Case Study** | | | |

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| **Objectives** |
| * To understand the Concepts in Human Resource Management * To understand the Staffing Process in detail. |
| Outcomes |
| * Through Understanding of Recruitment, Selection and Training. |

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| **Case Study:**  **A Challenge- Stepping in Fresh**  Vital Technologies is an IT company which started its inception in the year 2011.The overall employee strength touches around 2000. It had its norms and regulations like other IT companies. They used simple recruiting process and they recruited only through campus interviews and referral programs. They recruited only fresher’s. After the recruitment process the fresh employees were inducted. A team of three looked after the inducting process and they were asked to report directly to the HR Head. The employees were happy at the time of joining. Over a period of three months the employees stated to look out for another place of work. Inducting new comers into the job and making them productive at the earliest continues to be a challenge. The company adopted various methods for inducting and orientation. Onboarding process can work as a magic wand in expediting productivity.  At Vital, the induction program is organized in such a way that it is divided into three phases were the fresher’s can be evaluated in terms of flexibility, adaptability, productivity, technicality etc. Onboarding processes are engineered and deployed based on this philosophy and lays high emphasis on productivity. They made the employees to understand that they have to achieve productivity at the time of joining. Like other teams a dedicated team manages the onboarding process as a part of HR shared services. The process is designed to deliver a delightful experience to the new joinees right from the pre-joining stage.  **Phase I**  At Vital, a dedicated team at Helpdesk, which is both the web and call based, provides all the assistance to a new employee whether it is related to infrastructure or understanding of organizational policies. It uses modern technology to clear the doubts of employees through **online processing mode**. The online processing mode provides all sorts of information regarding the company and its policies. The employees were given with the hand out of how to use the online processing mode. Though it was useful, most of employees felt that they were not aware of such technical updates and was unable to use such technology. The company has invested a huge amount in developing the software. Whenever the employees contact help desk it was diverted to online processing. The employees felt hard to use this technology. This was followed by an intensive “ **functional induction”** which helps the individuals to settle down in the role faster. The functional induction was handled by experts from various training industry to give them insight into various aspects of working environment. Training is an important aspect during the induction process. The experts created an environment which made the recruits to feel that are assigned with activities without a break to refresh themselves. The inductees were frustrated and were unable to hope with the hard training and with the immediate change. This part of onboarding of new employee into the role continues to be the biggest challenge.  **Phase II**  **Every new employee was assigned with a buddy** so that it would be helpful to the new comers to hope up with the change. Assigning a new buddy didn’t help in productivity but it helped in increasing attrition rate because of the attitude of the assigned buddy towards the company changed the minds of new employees. This is because the assigned buddies were not satisfied with the organizations policies and they were forced to work under such conditions due to personal circumstances.  **Phase III**  As a part of induction program they created a forum forcreating technically ready managers. This program strongly focuses on building functional and operational knowledge right after joining the concept is of **Learn-Observe-To Do Methodology**. The program uses several interactive methodologies like facilitation, role plays, demo, assessments ect. The employees faced difficulties because there was no guidance given and the employees were forced to do it . The important step in the pre engagement is **behavioural e-learning module i-Quest**, which needs to be completed during the induction program. i-Quest is an online soft skill training module with the objective of imparting skills needed for transition from campus to corporate life. Some of the new joinees couldn’t clear the test and the test was so tough. They were only given with three chances to clear the test. The chance was given only once in three months. If they failed to clear the test twice the salary was freezed and they are not eligible to be made permanent in the organization. Even though they couldn’t clear the test they were asked to join but to become a permanent employee they need to cleat the test. This attitude disappointed the employees. The attrition rate was too high post induction program. Even though the company had many activities and training sessions the employees were not satisfied with it. The company has spent huge amount for inducting the new comers by updating new softwares and bringing experts from outside which was heavy loss to the company. While a positive impression on the first day is indeed an important aspect, a negative experience in the following days can wade off the first impression. The company introduced a **feedback mechanism** by which the employees were asked to give their feedback once in six months. This created a huge gap to analyze the needs and wants of the new hires and the employees too.  For onboarding programs to leave its impact, the efforts put in by the team leading to improvement in the overall employee connect and onboarding process must be well received by the new employees. The effectiveness of this can be clearly seen in the lowered attrition scores among the new hires. Great workplace are not built by a checklist of programs and benefits but through day-to-day employee experiences leading to an enhanced brand perception. However for new hires, the essential touch point is the pre joining and post joining experience into the organization. Providing continuity through robust knowledge management systems could probably take the onboarding process to the next level for most organizations  Discussion:   1. What made the employees to leave the organization? 2. If you are the HR Manager how will you solve the issue? |

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| Semester: 03 | Section(s): A&B | |
| **Case Study – Managerial Behaviour and Effectiveness** | |  |  |
| Course Instructor(s): Mr.A.Manojkumar | | | |
| Activity : **Case Study** | | | |

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| **Objectives** |
| * To understand the Concepts in MBE * To understand the Effectiveness of Managers during Organizational Change |
| Outcomes |
| * Through Understanding of Organizational Change |

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| **Case Study:**  **Organizational Change at GE by Jack Welch**  Jack Welch was the chairman of General Electric and got retired on 2001. It was a successful story of his career at General Electric. He took charge of responsibility in the year 1981. He was in the age of 45 at that time. During that period GE had a complex hierarchical structure with complex rules and regulations.  The first assignment he took was to formulate a strategic plan to eliminate the gaps and making each division number no one or two in their respective area. It was an effort to strengthen the structure and Welch removed the employees in the sector level. More than thousands of employees were chucked out. Because of this he was nick named as” Neutron Jack”. Because of the downsizing, the number of subordinate for the managers increased from 10 to 20. Then Welch thought of changing the organization culture and GE manager’s style of approach to the external world. He worked out with a program named “Work Out” for the managers. It was a three day program where the superiors will present the challenges faced by tem and the department to the group of people in the forum. Second day the group of people should come with suggestions and third day the superior should take the final decision which imposed a great pressure for the managers. He also introduced another program in the name of “Best Practices”.  Here the managers should learn the best practices which other countries are following to satisfy  the customers. This helped the GE people in the operations team to increase the efficiency and effectiveness.  He spotted the dream achievements and how to attain it. It was similar to management by objective. Targets were set and the team was asked to focus on the targets. He also introduced Six Sigma for quality approach. This Six Sigma was followed by Motorola. Quality was an important factor in the organization and the bounces were related to the achievement of the quality level. Five point ranking appraisal systems were introduced and the top 25 percent received stock option as their reward. While some of the managers found that the organizational transformation was good and it was beneficial to them but others was not happy with the organizational transformation.  Questions for Discussion:  1. How would you evaluate GE’s approach to organizational change? What are the  advantages and possible problems? |