

M.B.A.-II (Sem.-IV) Examination
HR Policy Formulation
May-2017

Time : 3 Hours]

[Max. Marks : 100

Note: All questions carry equal marks. Please keep your answers brief and to-the-point.

1. Define the following concepts in no more than three sentences:

- (a) Procedure
- (b) Rules
- (c) Policy
- (d) HR Architecture
- (e) Corporate culture

2. **"Army to re-orient HR policy considering societal changes"¹**: Battling rising complaints relating to service matters from its personnel, the army has decided to reorient its human resource policy considering "rapid" societal changes. At a six-day annual commanders' conference, the top brass of the army deliberated on a broad range of issues including grievances relating to salary, promotions and anguish among some Jawans over the Sahayak system, and it was decided to address them while taking a more pragmatic approach.

The top commanders also carried out a detailed analysis of India's internal and external security threats and decided to push for modernisation of the force. They also pitched for a tri-service doctrine to deal with major security challenges. The commanders' Battling rising complaints relating to service matters from its personnel, the army has decided to reorient its human resource policy considering "rapid" societal changes. At a six-day annual commanders' conference, the top brass of the army deliberated on a broad range of issues including grievances relating to salary, promotions and anguish among some Jawans over the Sahayak system, and it was decided to address them while taking a more pragmatic approach.

The top commanders also carried out a detailed analysis of India's internal and external security threats and decided to push for modernisation of the force. They also pitched for a tri-service doctrine to deal with major security challenges. The commanders' conference is a very important platform for the army as decisions are taken at the congregation through a collegiate system comprising commanders and senior officers.

Based on the above news item, suggest the process of HR Policy formulation to the Top Commanders, especially the steps if any, which they are missing.

3. Write short notes on (Any Two):

- (a) Compliance policies
- (b) Charge Hand-over policy

¹ Financial Express

(c) Preferred employer vs. preferred employee paradigm

4. Read the following text and answer the questions given in the end²:

Dr. Steve Albrecht, an expert in high-risk HR issues, says that employers wishing high performance in their organizations "should have a policy which says something along the lines of; 'We work in the same place. Despite differences in a number of issues, we act as one team and one organization, so we need to be respectful and respected by our peers'."

Albrecht's advice comes on the back of a new study – released earlier this week by research firm Clutch – which asked 1,000 full-time employees about their experience of political talk in the workplace. 12 per cent of respondents said they had felt uncomfortable in the past week alone due to political expression at work. While it may seem a small figure at first glance, the study's authors warned that it could have as serious impact on company culture.

If more than one out of ten employees are made to feel like they do not belong, or their opinions are not being respected, a serious issue can arise for leaders attempting to create an honest, open, comfortable environment, they warned.

Question: If your organization agrees with Albrecht's views, and wishes to form a policy in this direction, how would you prepare a draft structure and a brief outline of its contents? Describe.

5. Expanded paid leave to employees has become a new fashion these days. Big companies are luring talent by offering lenient rules and longer and flexible leave options. Consider the following statement on leave in ABC company and point out its positive and negative aspects:

Privilege Leave & Casual Leave

Regular full-time employees are eligible for privilege leave and casual leave.

- Privilege Leave
- Casual Leave

Privilege Leave

Regular full-time employees who are regularly scheduled to work 40 or more hours per week earn privilege leave according to years of service:

Start date through day before fifth anniversary: 20 days per calendar year

Fifth anniversary and beyond: 25 days per calendar year

Leave will be credited into your leave account on a monthly basis. If you join the company in the middle of the calendar year, leave entitlement will be prorated from the date of joining until the end of the

² Source: Nicola Middlemiss, HRM Canada.

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year. If you are regularly scheduled to work less than 40 hours per week you will earn leave on a pro-rated basis. Leave can be availed in full or half day increments and only after receiving manager approval in advance.

If leave accrued during a year is not fully availed within the year, up to 40 days of un-availed leave can be carried forward. At the beginning of the calendar year, your opening balance will not exceed 40 days.

You can avail privilege leave on what is accrued only. Any leave availed in excess of the accrued entitlement will be treated as leave without pay. If you leave ABC, accumulated leave balance can be encashed as part of the full and final settlement at the time of leaving ABC (up to the maximum accrual cap) at the following rate: Number of days accrued multiplied by the daily average of Basic Salary (exclusive of allowances and bonus) payable in the month immediately preceding the leave.

Privilege Leave Bridging

ABC values the long-term service of its employees. Consistent with that value, ABC intends to bridge certain benefits of former ABC regular employees who return to ABC's employ less than one year from their termination.

If you left ABC voluntarily or were laid off and then are rehired less than one year from your termination date your former service will be considered in determining your privilege leave entitlement. Privilege leave is paid out at termination, and thus no past privilege leave accrued during prior service will be reinstated upon rehire.

Casual Leave

Regular full-time employees are entitled to casual leave with wages for a period not exceeding six (6) days. This leave may be used to care for a sick child, parent, spouse, domestic partner, or the child of a domestic partner or any other reasonable cause. If you are hired after January 1, you will be entitled to a pro-rated number of casual leave days (at the rate of 0.5 days per month).

Casual leave is not paid out upon termination or resignation, provided however, if you are entitled to casual leave and discharged when you are sick or suffering from the result of an accident, you shall be paid for the days of casual leave remaining on such date of termination. Such payment shall be computed at the same rate as the rate at which encashability of privilege leave is computed above.
