

International Islamic University Chittagong  
Department of Business Administration  
Mid-term Examination: Autumn– 2022  
Course Title: *HR Management Practices in Bangladesh*  
Course Code: HRM-4803

Time: 1.5 hours

Marks: 30

[Answer **Three** of the following questions. All questions are of equal marks. Answer to the point. All parts of the same questions must be answered serially]

1. a. What is the relationship between vision of organization, job description (JD), and job specification (JS)? Do you think that both JD and JS are being prepared by most of the business organizations in Bangladesh? Why or why not? 5
- b. “Still most of the Bangladeshi business entrepreneurs practice personnel management not HRM”-Do you agree or disagree? Justify your argument with necessary facts. 5
2. a. What is succession planning? Is succession planning really an issue in Bangladesh? Why or why not? Discuss. 5
- b. Is HR a strategic business partner? How? 5

**Or**

- a. What is recruitment? What are the common problems of recruitment in Bangladesh? Does recruitment matter in HRM? Explain 5
- b. Explain the implications for HR manager of the following case: 5

Amazon. Com and Microsoft have at least three things in common. They both headquarter in the Seattle, Washington, area. They're both high-tech success stories. And their executives both emphasize intelligence as the primary factor inspiring new employees. Most organizations emphasize experience when making employee selection decisions. And experience can be a valid predictor of future job performance. But Amazon and Microsoft prefer to emphasize intelligence. Amazon, for instance, carefully scrutinizes college transcripts and SAT scores of potential customer service reps before making a job offer. Why? The company believes that the key to its success is its ability to innovate and that the smartest people, regardless of their jobs, are the best innovators. So job interviews at Amazon are more likely to focus on an applicant's answers to questions such as “ How many windows are in the city of San Francisco?” or How many trees are in New York city's central park?” than “ What did you learn from your last job?” importantly, Amazon interviewers aren't interested in how close an applicant's response is to the correct answer. They're looking at a candidate's reasoning processes. Even for menial jobs, Amazon emphasizes intelligence. Company founder, Jeff Bezos, defends this approach as a means for fending off mediocrity: “ A students hire A students. C students hire C's.” Similarly, applicants for a job at Microsoft are likely to be asked questions such as “ why are manhole converse round?” “ How many gas stations are there in the united states?” “ How much water flows through the Mississippi daily?” Again, the interviewers are concerned with how applicants think rather than their ability to provide a correct answer. Bill gates, cofounder and Ex CEO of Microsoft, succinctly defends his company's belief that IQ is more important than experience—“ you can teach smart people anything.” Amazon and Microsoft believe their greatest asset is the collective intellectual resources of their employees. So they consistently seek out and hire the smartest individuals they can find.



## Case Study

3.

Donnelly Mirrors, a small company employing about 750 workers, manufactures practically all of the rear-view mirrors for all of the automobiles produced in America. Even though, it is a privately held corporation, it has developed a participative management style where the workers are actively and genuinely involved in the governance of the company. This may be one of the reasons why the company has been enjoying continuous success over the years.

The participative system started in 1952 and initially, the employees simply participated in cost saving efforts and they shared those savings among themselves and with the company. The cost savings resulted from efficient use of labor, materials and machines. Employees were assured that they would not lose jobs because of introduction of technologically advanced machinery or change in production methods. This resulted in reduced resistance for change on the part of employees.

The employees became so involved in cost reduction efforts and activities that they started to volunteer various ways of improving operational efficiency including selection of equipment and machines. Various problem solving groups were formed for various operational areas and in order to achieve efficient coordination among all the groups and activities, a linking pin organizational structure was adopted, whereby, members of various groups make decisions relative to their own tasks and these decisions are presented to the next higher level of management for consideration.

There are no time clocks and even though, workers get paid on a salary basis, their working times are not closely watched or scrutinized. There is sufficient group cohesion so that the workers do not take undue advantage of these relaxed rules. If a member is late or absent for a good reason, other workers in the group will cover his work. If someone misses work frequently, he becomes answerable to the group members. The group selects its own leader and together the members set their own production goals within the general framework of the objectives of the organization and are responsible for meeting such goals.

- The company has formed a committee comprised of representatives both from employees as well as management and the committee handles all personnel matters such as pay policies, fringe benefits and employee grievances. Since the workers are represented in this committee, all decisions made by this committee are easily accepted by all. This committee also recommends pay scales to the
- management and these are consistent with the industry practices. As per pay policies, the company is guaranteed a return of 5.2% on its investment and the balance of the profits is shared with the employees. If a 5.2% is not achieved in a given year, the deficit is compensated from the earning of the following year before any additional bonuses are given to the employees.

Because of its reputation for employee treatment, it attracts a large number of applicants for jobs, but because the turnover rate is very low, the company can select the best from this pool of applicants. The company is like a close-knit family and enjoys a reputation for productivity, quality and employee loyalty and dedication.

### Questions:

- (a) Does the success of the company reflect a general statement that profit sharing and employee involvement in company affairs is highly motivating for employees? Explain your reasons in detail. 4
- (b) How do you think that the group dynamics is at work in this organization? How are the group goals integrated with the organization goals? 3
- (c) Do you think that there is enough group cohesiveness in this company so that the individuals would not violate group rules and norms? Are the individual goals integrated with the group goals of the group to whom the individual belongs? Give reasons. 3