



MGT501 Current Long Questions solved...

Why organizations conduct employee training? List down any 3 conditions?

Training:

Training means providing the employees with specific skills or helping them to correct the deficiencies in their performance. It will enhance their abilities and make them perfect.

The reason organizations conduct the training:

- o Self assessments,
- o Company records,
- o Customer complaints,
- o New technology,
- o Employee grievances
- o Interview with managers,
- o Customer Satisfaction surveys,
- o Observations.

Question No: 66 (Marks: 5)

Under which conditions termination of an employee is prohibited?

Question No: 67 (Marks: 10)

As per your opinion which of the training mode is more beneficial? Defend your choice.

- a) On-the-job training
- b) Off-the-job training

According to my point of view the on job training mode is more beneficial. The reason is the employees who are getting training can even see the other workers while working; it will help them to understand how to do work. On the job training does not require the managers to perform a special training sessions for the trainers; it will reduce the cost also.



Question No: 68 (Marks: 10)

Identify the 'best practices' used by successful global firms in developing and implementing a global HR system.

One of the most challenges facing as they enter the twenty first century is how to compete against foreign firms, both domestically and abroad. Many companies are already being compelled to think globally, something that doesn't come easily to firms long accustomed to doing business in large and expanding domestic market with minimal foreign competition.

Weak response to international competition may be resulting in upwards lay offs in every year. Human resources can play a critical role in a business ability to compete head to head it foreign producers. The implications of global economy on harm are many. Some firms try to develop a global company identity to smooth over cultural differences between domestic employees and those in international operation. Minimizing these differences increases cooperation's and can have a strong impact on the bottom line. some firms actively engage in international alliances with foreign firms or acquire companies overseas to take advantage of global markets .Making such alliances work requires a highly trained and developed staff .These illustrations show how firms can use HR strategies to gain a world wide competitive advantage.

Question No: 65 (Marks: 3)

Can "pay for performance" be applicable to the employees of NGOs?

Pay for performance refers to any compensation method that ties pay of the Quantity or quality of work the person produces.

No this is not applicable on NGOS.

Question No: 66 (Marks: 5)

Conflict at work place is not always in favor of management.



What kind of output management has to bear when conflicts appear?

Manager's ways to manage conflict.

Managers can manage conflict by either preventing or reducing high levels of conflict or stimulating low levels of conflict. To do this, managers can apply a behavioral approach or an attitudinal approach. The behavioral approach targets the behavior causing the conflict, while the attitudinal approach targets the roots of the conflict, including people's emotions, beliefs, and behaviors. Behavioral methods include enforcing rules, separating the parties, clarifying tasks, having a common enemy or outside competition, and increasing resources and rewarding cooperation. Attitudinal methods include having a common enemy, rotating members, increasing resources, and team-building and organizational development (OD). To stimulate conflict, managers can introduce change, increase task ambiguity, or create interdependency.

Question No: 67 (Marks: 10)

How organizations conduct the collective bargaining process?

The Collective Bargaining Process—both external and internal environmental factors can influence the process. The first step in the collective bargaining process is preparing for negotiations. This step is often extensive and ongoing for both union and management. After the issues to be negotiated have been determined, the two sides confer to reach a mutually acceptable contract. Although breakdowns in negotiations can occur, both labor and management have at their disposal tools and arguments that can be used to convince the other side to accept their views. Eventually, however, management and the union usually reach an agreement that defines the rules of the game for the duration of the contract. The next step is for the union membership to ratify the agreement. There is a feedback loop from "Administration of the Agreement" to "Preparing for Negotiation." Collective bargaining is a continuous and dynamic process, and preparing for the next round of negotiations often begins the Moment a contract is ratified.



Question No: 68 (Marks: 10)

Unemployment compensation is rare in Pakistan. What do you think that who is responsible; Government or Corporate Sector? Explain possible reasons.

Unemployment Compensation—an individual laid off by an organization covered by the Social Security Act may receive unemployment compensation for up to 26 weeks. Although the federal government provides certain guidelines, unemployment compensation programs are administered by the states, and the benefits vary state by state.

The corporate sector is responsible according to my point of view.


Question No: 51 (Marks: 5)

Parveez was asked for the explanation of his frequent leaves in a month. The justification he made was his illness but he was unable to provide any medical prescription to prove his illness. Does management accept his excuse? Justify.

The justification Mr. Parveez made was illness, management will not accept the excuse of Mr. Perveez because the reason Mr. Perveez provided was unethical and management needs proper evidence in form of medical certificate from the doctor.

Because due to this unethical behavior of Mr. perveez the work of the organization will be effected. He should have either granted for a sick leave before taking leaves.

Question No: 52 (Marks: 10)



What are the advantages and disadvantages of using home country nationals in international assignments?

ADVANTAGES:

- o Better organizational control and co ordination.
- o Promising managers are given International experience.
- o PCNS are the best people for the job.

DISADVANTAGES:

- o Adaption to the host country may take a long time.
- o PCNS may impose an inappropriate head quarters style.
- o Compensations for PCNS and HCNS may differ.

Question No: 53 (Marks: 10)

What are the different dimensions of stress? List & discuss them in detail.

Stress: is body non specific reaction made to any demand.


There are different dimension of stress:

Organizational Factor:

Many factors associated with a person employment can be potentially stressful. These include the firm's culture, the individual's job and general working conditions.

Personal factors: Stress factors outside the job and job environment also affect the job Performance. Factors such as family, financial problems and living conditions.

General environment:



The stress is also in environment such as three hour commute in rushed traffic, the unrelenting rain, the unbearable heat, chilling cold, and excessive noise.

Short term physical symptoms:

Faster heart beat, sweating, cool skin cold hands, feet feeling of nausea, butterflies in stomach, rapid breathing, tense muscles, dry mouth, desire to urinate, and diarrhea.

Long term symptoms:

Back ache, asthma, and digestive problem, headaches, feeling of tiredness, ulcer allergies, heart attack or hypertension.

Internal symptoms:

Worry ,anxiety, confusion, inability to concentrate or make decision, ill, feeling out of control, mood changes, depression, frustration, helplessness, difficulty in sleeping, more smoking and alcohol, changing eating habit and relying more on medication.

Behavioral symptoms:

Talking too fast, too loud, bad moods, over reacting, being unable to concentrate, having difficulty in making decisions. Making more mistakes, increased absenteeism, and neglect of personal appearance.

Outcome of the continuous stress ill be very bad on the working environment .Organization will perform poor, decrease creativity and lost work time and increased turn over.

Question:

Yousaf has beaten his fellow employee for which his manager has dismissed him. Evaluate manager's response in terms of ethical application of power.



Answer:

No employee is supposed to get physical with any of the colleagues. Manager's decision was the extreme as he could have brought both employees together and tried to know the problem between them. I see this move as an unethical act by the manager.

Question No: 52 (Marks: 10)

What measures should be taken to limitize the union membership by employees? Explain each in detail.

Answer:

Effective first line supervision:

Extremely important to an organization ability to remain union free is the overall effectiveness of its management particularly its first line supervisors. These supervisors represent the first line of defense against unionization.

Union free policy:

The fact that the organization goal is to remain union free should be clearly and forcefully communicated to all its members.

Effective communication:

One of the most important actions of organizations that wants to remain union free can take is to establish credible and effective communication. One approach taken to encourage open communication is the open door policy. The open door policy gives employees the right to take graveness to the person next in the chain of command if the immediate supervisor cannot resolve the problem.

Trust and openness:

These are part of managers and employees alike are important in order to remain union free. The old expression actions speak than word is certainly valid for and organization that desire union free.



Effective compensation programs:

The financial compensations that employees receive is the most tangible measures they have of their worth to the organization. If an individuals pay is substantially below that provided for similar work in the area, the employee will soon be dissatisfied.

Healthy and safe work environment:

An organization that gains a reputation for failing to maintain a safe and healthy work environment leaves itself wide open for unionization.

Effective employee and labor relations:


No organization is free from employee disagreements and dissatisfaction. There fore a mean for resolving employee complaints whether actual or perceived should be available. The grievance is a formal process that permists employees to complain about matters affecting him. Most labor management agreements contain grievance procedures; union member's regards handling grievness as one of the most important function of a labor union.

Question No: 53 (Marks: 10)

When organizational people do indulged themselves in organizational politics? Discuss any five factors in detail.

Answer:

Organizational politics are actions that allow people in organizations to attain goals without going through ceremonial channels. Whether political activities help or hurt the organization depends on whether the person's goals are steady with the organization's goals. In the impartial model of organizations,



people are assumed to manage sensibly, based on clear information and well-defined goals.

There are few factors that result in political activities in an organization and are explained as under.

- ❖ Changes in Leadership which changes conventional associations and processes can create an opportunity for increased political behavior.
- ❖ Changes in Coordination and integration of organizational activities used to achieve common goals can also lead to an increase in political behavior.
- ❖ Changes in any of the five contextual forces, i.e. environment, technology, strategy, culture, and structure, can generate uncertainty over resource allocation, leading to an increase in political behavior.
- ❖ Blame & Integration. Blaming and attacking others to deflect attention from one's mistakes and using ingratiating behavior to gain favor are unethical and negative types of political actions.
- ❖ Building Relationship. People develop relationships through coalitions, grouping, networks, and accommodating managerial linkages. Coalitions are relationships formed over specific issues. Alliances are general agreements of support among different individuals and groups; and networks are broad, loose support systems. Relationship building can either help or harm the organization.

Question No: 54 (Marks: 10)

In order to get advantage of each method, will it be a sensible decision to simultaneously apply all the four methods of job evaluation?

Answer:



Four methods of Job evaluation

1. **Ranking Method:** Raters examine the description of each job being evaluated and assemble the jobs according to their value to the corporation. This technique requires a team characteristically composed of both management and employee delegate to arrange job in a simple rank order from uppermost to lowest. The most noticeable restraint to the ranking method is its utter lack of ability to be managed when there are a large number of jobs.
2. **Classification Method:** A job evaluation method by which a number of classes or ratings are defined to explain a group of jobs is known as categorization method. The classifications are created by identifying some common denominator skills, knowledge, and responsibilities with the desired goal being the criterion of a number of distinctive classes or grades of jobs.
3. **Factor Comparison Method** Raters need not keep the entire job in mind as they evaluate instead, they make decisions on separate phases, or issues, of the job. A basic fundamental hypothesis is that there are five universal job factors: (1) Mental Requirements (2) Skills (3) Physical Requirements (4) Responsibilities 5) Working Conditions.
4. **Point Method:** Raters assign numerical values to specific job components, and the sum of these values provides a quantitative appraisal of a job's relative significance. The point method requires selection of job factors according to the nature of the specific group of jobs being evaluated. After determining the group of jobs to be studied, analysts conduct job analysis and write job descriptions. Next, the analysts select and define the factors to be used in measuring job value and which become the standards used for the evaluation of jobs. Education, experience, job knowledge, mental effort, physical effort, responsibility,



and working conditions are examples of factors typically used.

Question No: 51 (Marks: 5)

What are the criteria that make the leaders & managers similar to each other?


There are some points by which leaders and managers become similar to each others.

1. Both leader and manager interact and motivate their subordinates.
2. Both leader and manager have power over their subordinates.
3. Leaders work for achieving the desire strategic goals while managers also work for getting their goals.
4. Both works in organizations. Both are responsible for their subordinates and people.

Question No: 52 (Marks: 10)

Leaders should be selected by the respective followers or must be imposed by the policy makers? In your opinion which could be the better option? Elaborate in detail by explaining the pros & cons of both the situations.

Leaders are selected by the respective followers because as we know that best leaders are selected by the people who want him. The good leader is that who leads his followers. So his people will follow him. But if a leader is selected by policy makers, may be this leader will not be able to motivate and guide his people. Because there is no opinion taken from people in selection of this leader. We will take a real example from today's life. For example, if we select a leader in elections on high majority, we will be happy from that leader. But if some party has select a leader without the



knowledge of people. That will be not a good opinion. I think that the first sentence will be correct in my view.

Question No: 53 (Marks: 10)

A warehouse of a company caught fire, a labor named Iftikhar had voluntarily took steps to extinguish the fire. For this act of bravery, company's management awarded him with the 'medal of bravery'. In the light of Maslow's Need Theory, how will you evaluate this reward offered by company to appreciate & keep Iftikhar motivated?

According to Maslow's Need Theory, money can motivate an employee. But here the company awarded Mr. Iftikhar a Medal. So Iftikhar will try to work more hard for getting cash award to fulfill his lower needs. If for example Iftikhar gets money awards on his performance, he will try to fulfill his higher needs. For this he will do some special work to inspire its managers.

Question No: 54 (Marks: 10)

How can managers reinforce positive behaviors among their employees through non-monetary incentive? Support your answer by providing any practical example of such practices adopted in various organizations.

In organizations, managers can motivate positive behaviors among their employee through some non-monetary incentives. By which all employees will be neutrally work and motivated.

Manager should provide non-monetary rewards to their employees. For example,

Employee must have a pleasant working environment, so they will enjoy their work with good performance. Also their behavior will be positive.

They should be trained in a good way.

Social security is also a right of employees. Managers should provide disability insurance, medical, and security for employees.



Question No: 53 (Marks: 10)

Being a manager how can you make the performance appraisal system of your organization legally defensible?

A manager can make the performance appraisal system of the organization legally defensible by giving the organization a good working environment. A manager must plan some training sessions for the appraisal system, he should be sure that the who is getting training don't make mistake while appraising, Proper methods for the appraising should be conducted. The objective of the company should be clearly defined during the appraisal system.

Question No: 54 (Marks: 10)

Identify the methods that can be adopted to maximize the effectiveness of learning.

ANS: Maximize Effectiveness of Learning:

To maximize the effectiveness of learning the following methods (learning principles) should be adopted:

1. Participation: Learning is only effective when the learners participate in the learning process. So such conditions should be provided to learners so that they participate in the learning process.
2. Repetition: An important aspect to enhance learning is repetition that is given the learner the opportunity to practice what he is being taught.
3. Relevance: Learning must be problem centered rather than content centered. People should be trained when there is some deficiency in them and the learning is solving that problem.
4. Transference: Learning is no effective if it is not transferred to actual workplace so that trainees should apply what they have learned the skills and knowledge to workplace to increase their productivity. So it should be ensured that transfer of learning takes place.
5. Feedback: Feedback of performance is necessary for learning.



Feedback helps employees to improve their performance. Insurance, medical, and security for employees.

Question No: 51 (Marks: 5)

Discuss the roles of tactical, operational & strategic managers with the

Help of hierarchical diagram.

Strategic Manager: Strategic managers are the senior executives of an organization and are

Responsible for its overall management. Major activities include developing the company's goals and plans. Typically strategic managers focus on long-term issues and emphasize the survival, growth, and overall effectiveness of the organization.

2. Tactical Managers: Tactical managers are responsible for translating the general goals and plans developed by strategic managers into objectives that are more specific and activities. These decisions, or *tactics*, involve both a shorter time horizon and the coordination of resources. Tactical managers are often called middle managers, because in large organizations they are located between the strategic and operational managers. Today's best middle managers have been called "working leaders." They focus on relationships with other people *and* on achieving results. They are hands-on, working managers. They do not just make decisions, give orders, wait for others to produce, and then evaluate results. They get dirty, do hard work themselves, solve problems, and produce value.

Operational Managers: Operational managers are lower-level managers who supervise the

operations of the organization. These managers often have titles such as supervisor or sales manager. They are directly involved with non-management employees, implementing the specific plans developed with tactical managers. This role is critical in the organization, because operational managers are the link between management and non-management personnel. first management position probably will fit into this category



Question No: 52 (Marks: 10)

Glaxo Smithkline has introduced a new machine in the production of medicines. Being an HR manager how would you guide your production workers so that they feel comfortable with this change?

Question No: 54 (Marks: 10)


Why & how the flow of information is an essential part of key business activities?

HRISs are systems used to collect, record, and store, analyze, and retrieve data concerning an organization's human resources. The collection of information on aspects of work life as diverse as salary and payroll, compensation, leave, accidents, and superannuating and employee benefits has always been part of the human resource manager's function. In the early history of personnel management, administrative aspects, including data collection, took up a great deal of time. Reviews of employee salary and leave entitlements often dominated the activities of earlier personnel officers, reflecting both management priorities and their own clerical backgrounds.

Such early information systems were manual, and were mainly used to notify employees of leave entitlements, to ensure accurate salary and wage payments and to process workers' compensation and superannuating claims. The data was seldom used to predict trends, identify problem areas and, or aid in the longer-term staffing process.

Question No: 51 (Marks: 5)

Yousaf has beaten his fellow employee for which his manager has



dismissed him. Evaluate manager's response in terms of ethical application of power.

Answer:

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Question No: 51 (Marks: 5)

Elaborate the statement as per your understanding; "Providing benefits to the employees will enhance their performance".

Employee Benefits

Benefits are all financial rewards that generally are not paid directly to an employee. Benefits absorb social costs for health care and retirement and can influence employee decisions about employers.

The Job Environment as a Total Compensation Factor

Employees can draw satisfaction from their work through several non-financial factors:

- a) **Sound Policies**—Human resource policies and practices reflecting management's concern for its employees can serve as positive rewards.
- b) **Competent Employees**—Successful organizations emphasize continuous development and assure that competent managers and non-managers are employed.
- c) **Congential Coworkers**—Although the American culture has historically embraced individualism, most people possess, in varying degrees, a desire to be accepted by their work group.

d) Appropriate Status Symbols—Organizational rewards that take many forms such as office size and

location, desk size and quality, private secretaries, floor covering, and title.

e) Working Conditions—The definition of *working conditions* has been broadened considerably during the past decade.

There are lot of benefits provided to the employee like safety ,health ,insurance, medical, child care center,detal vision care, retirements plan, diablility protection, supplement unemployment benefit, financial services, older worket benefit act and other type of commission incentives. When an employee with find a good healthy environment around him it will definitely enhance his performance according to my point of view.

Question No: 53 (Marks: 10)


What are the multiple opinions about 'Conflict'? Elaborate each in detail.

Conflict

Conflict is the process in which one party perceives that its interests are being opposed or negatively affected by another party. Conflict is a process in which people disagree over significant issues, thereby creating friction between parties. Conflict can exist when people have opposing interests, perceptions, and feelings; when those involved recognize the existence of differing points of view; when the disagreement is ongoing; and when opponents try to prevent each other from accomplishing their goals. Although conflict can be destructive, it can also be beneficial when used as a source of renewal and creativity. Competition and rivalry between individuals or groups over an outcome that both seek, is not the same as conflict. In competition, there must be a winner and a loser; with conflict, people can cooperate so that no one wins or loses.

traditional view conflict is a process in which people disagree over significant issues, creating friction between parties.

One view of conflict is that it is dysfunctional and harmful to



organizations, because the struggle over incompatible goals is a waste of time that prevents people and organizations from being productive and reaching their potential. On the other hand, interactionist view states that when conflict is based on issues rather than personalities, it can enhance problem solving and creativity. Open discussions of differing viewpoints allows for a thorough consideration of alternatives and their consequences in the course of decision making. Conflict can also increase motivation and energize people to focus on a task.

Humanrelation view states that Conflict is a natural occurrence and we should accept conflict.

DEFINE THE BURNOUT AND EXPLAIN ITS MEANS AND AVOID WAYS IN DETAIL? MARKS 10


A. Burnout

Burnout is a pattern of emotional, physical, and mental exhaustion in response to chronic job stressors. It is a incapacitating condition in which individuals lose a sense of the basic purpose and fulfillment of their work. Burnout has been described as a state of fatigue or frustration that stems from devotion to a cause, way of life, or relationship that did not provide the expected reward. It is often found in a midlife or mid-career crisis, but it can happen at different times to different people. Individuals in the helping professions such as teachers and counselors seem to be susceptible to burnout, whereas others may be vulnerable because of their upbringing expectations, or their personalities. Burnout is frequently associated with people whose jobs require closer relationships with others under stressful and tension-filled conditions. The dangerous part of burnout is that it is contagious. A highly cynical and pessimistic burnout victim can quickly transform an entire group into burnouts. It is important to deal with it quickly; once it has begun, it is difficult to stop.

Symptoms of Burn-Out

Following symptoms indicate that a person is suffering through burnout

- A feeling of lack-of-control over commitments
- A belief (incorrect) that you are accomplishing less

- 
- A growing tendency to think negatively
• Loss of a sense of purpose and energy
• Increased detachment from relationships

Avoiding Burn-Out

Burnout can be avoided by taking the following steps

- Re-evaluate goals
- Reduce unnecessary commitments
- Learn stress management skills
- Find out where the stress is coming from (family, job, etc.)
- Follow a healthy lifestyle
- Get adequate rest
- Eat a balanced diet
- Get regular exercise
- Limit caffeine and alcohol
- Develop other interests (hobbies)
- Acknowledge your humanity--you have a right to pleasure and relaxation


Question:

What is the difference between motivation and performance?

Performance is the output of a person's ability which he has put to complete a specific task in an organization where as motivation means to get influence by other and to redirect the abilities to perform a specific task to attaining a position.

Question:

Employee performance or technological advancements; which provides more benefit to an organization? Explain it detail.



According to my point of view the employee performance provides better benefits to the organization .because the whole organization just achieve it goals only due to its good employees .Employees can only give a good output when they enjoy the environment of their organization. Employees give a good feedback to the organization, they presents their good work, more efficient and trained.If the performance of any employee is not satisfied the organization can even redirect him to cover his defecencies where as all these can not be implemented on the machinery .Even though if a firm is having good machinery but not good employees it can never achieve its goal and have a good reputation .

Q:what measures an organization take to control work place accidents.

Question:

Why incentive plan fail? Explain and defend (5)

2) Level of Training...list and describe..


. Training Defined:

The heart of a continuous effort designed to improve employee competency and organizational performance.Training typically focuses on providing employees with specific skills or helping them correct deficiencies in their performance.

a. Phase 1: Needs Assessment & Establishing Objectives

In order to compete effectively, firms must keep their employees well trained. The first step in the Training process is to determine Training needs. The overall purpose of the assessment phase is to determine if training is needed and, if so, to provide the information required to design the training program. Assessment consists of three levels of analysis: organizational, task, and person.

Phase 2: Delivering the Training



The training program that results from assessment should be a direct response to an organizational problem or need. Approaches vary by location, presentation, and type. These are summarized below:

1. Location Options

a. On the job: Training is at the actual work site using the actual work equipment

b. Off the job: Training away from the actual work site. Training is at a Training facility designed specifically for

Training. Phase 3: Training Methods

• Lecture

The Lecture is an efficient means of transmitting large amounts of factual information to a relatively large number of people at the same time. It is traditional method of teaching and is used in many training programs. A skilled lecturer can organize material and present it in a clear and understandable way. However a lecture doesn't allow active participation by learners.

• Case method

A Training method in which trainees are expected to study the information provided in the case and make decisions based on it.

• Simulations

Simulators are training devices of varying degrees of complexity that duplicate the real world. Simulation refers to creating an artificial learning environment that approximates the actual job conditions as much as possible.

Phase 4: Evaluating Training

The credibility of training is greatly enhanced when it can be shown that the organization has benefited tangibly from such programs. Organizations have taken several approaches in attempting to determine the worth of specific programs. In this phase, the effectiveness of the training is assessed. Effectiveness can be measured in monetary or non-monetary terms. It is important that the training be assessed on how well it addresses the needs it was designed to address.



Mallow's theory (case study) 10

Maslow's Need Hierarchy

Abraham Maslow organized five major types of human needs into a hierarchy, as shown in Figure. The need hierarchy illustrates Maslow's conception of people satisfying their needs in a specified order, from bottom to top. The needs, in ascending order, are:

1. Physiological (food, water, and shelter.)
2. Safety or security (protection against threat and deprivation)
3. Social (friendship, affection, belonging, and love)
4. Ego (independence, achievement, freedom, status, recognition, and self-esteem)
5. Self-actualization (realizing one's full potential; becoming everything one is capable of being.)

According to Maslow, people are motivated to satisfy the lower needs before they try to satisfy the higher need. Also, once a need is satisfied it is no longer a powerful motivator. Maslow's hierarchy, however, is a simplistic and not altogether accurate theory of human motivation. For example, not everyone progresses through the five needs in hierarchical order. But Maslow makes three important contributions. First, he identifies important need categories, which can help managers create effective positive reinforcers. Second, it is helpful to think of two general levels of needs, in which lower-level needs must be satisfied before higher-level needs become important. Third, Maslow sensitized managers to the importance of personal growth and self-actualization. Self-actualization is the best-known concept arising from this theory. According to Maslow, the average person is only 10 percent self-actualized. In other words, most of us are living our lives and working at our jobs with a large untapped reservoir of potential. The implication is clear: Create a work environment that provides training, resources, gives people a chance to use their skills and abilities in creative ways and allows them to use their skills



and abilities in creative ways and allows them to achieve more of their full potential.

1) organization's help in career development of female employees.


Companies need to break down the barriers some employees face in achieving advancement in order to meet the career development needs of today's diverse work force. In 1991, a government study revealed that women and minorities are frequently excluded from the informal career development activities like networking, mentoring, and participation in policy-making committees.

Perhaps the best way a company can ensure that women and minorities have a fair chance at managerial and executive positions is to design a broad-based approach to employee development that is anchored in education and training. Another employee group that may need special consideration consists of dual-career couples. Common organizational approaches that are becoming increasingly popular in dealing with the needs of dual career couples are flexible work schedules, telecommuting, and the offering of child-care services. Some companies have also been counseling couples in career management.

3) plan incentives (10)

Plan incentives are which are already planned by the management of a organization, what employee deserve which kind of incentives in the organization.

- **Base Salary:** Salary is obviously important. It is a factor in determining standard of living. Salary also provides the basis for other forms of compensation.
- **Short-Term Incentives or bonuses:** Payment of bonuses reflects a managerial belief in their incentive value. Today, virtually all top executives receive bonuses that are tied to base salary.
- **Long-Term Incentives and Capital Appreciation:** The stock option is a longterm



incentive designed to integrate further the interests of management with those

of the organization. The typical *stock option plan* gives the manager the option to buy a specified amount of stock in the future at or below the current market price.

• **Executive Benefits:** Executive benefits are generally more generous than those

received by other employees because the benefits are tied to their higher salaries. However, current legislation (ERISA) does restrict the value of executive benefits to a certain level above those of other workers.

• **Perquisites (Perks):** Any special benefits provided by a firm to a small group of key executives that are designed to give the executives something extra. A "*golden parachute*" contract is a perquisite that protects executives in the event that their firm is required by another.

Question:

What measures an organization take to control work place accidents.

Accident Investigation—Accidents can happen even in the most safety-conscious firms.

Each accident, whether or not it results in an injury, should be carefully evaluated to determine

its cause and to ensure that it doesn't recur. The safety engineer and the line manager jointly

investigate accidents—why, how, and where they occur and who is involved.

Main causes that

can create accidents at workplace are:

- Chance occurrences
- Unsafe working conditions
- Unsafe acts by employees
- Unsafe conditions
- Physical conditions
 - Defective Equipment
 - Inadequate Machine Guards



- Lack of Protective Equipment
- Environmental conditions
 - Noise
 - Dust, Fumes
 - Stress
 - Unsafe behaviors

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