

**COVENANT UNIVERSITY
NIGERIA**

*TUTORIAL KIT
OMEGA SEMESTER*

**PROGRAMME: INDUSTRIAL
RELATIONS & HUMAN
RESOURCE MGT.**

COURSE: IRH 425

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IRH425: Current Issues in HRM COURSE

Contributors:

1. How does employees deviant behaviors affect the performance of the firm?
2. How is commitment an issue in industrial safety and accident prevention?
- 2b. What are the importance of safety rules in the workplace, are they a waste of time?
3. Define the term Induction/ Orientation.
- 3b) Discuss the benefits of Induction/ Orientation.
4. Theoretically, work-life balancing practices are to help reduce stress, however, in view of the multiplicity of task does it simply push towards stress in a less aggressive manner?
5. Why is pay dissatisfaction an issue in organizations and of what importance are they?
6. Discuss the issues that Human resource experts face in managing expatriate
7. Why is discrimination an issue in HR?
- 7b) What can HR managers do to manage discrimination?
 - Willingness of HR practitioners to challenge and change institutional practices that present barriers to different groups in organization tends to make the workforce a formidable team. Enumerate the four (4) outcome of ignoring diversity in the workplace.
 - Identify and briefly discuss the theories of Leadership
- 9b) Discuss the qualities of a good leader
 - a. Enumerate the demerits of outsourcing in organizations
 - b. Diversity in the workplace is inevitable how can it be managed?
 - c. What is Grievance Handling? What are the causes of Grievance in organizations
 - d. What is recruitment and what are the Issues in recruitments
 - e. Why is Conflict Resolutions an issue in HR discuss
- 15) As the world is transforming into a global village. International Human Resource experts have issues to contend with amongst which include workplace discrimination.
- 16) What are the pitfalls for not motivating employees?
- 17) What is glass ceiling and what are the issues with glass ceiling?
3. What is emotional intelligence? Relate the use of emotional Intelligence as a tool for HR
 - ✓ Do you think all employees in an organization deserve Flextime discuss?
 - ✓ 20) What are the issues involved in employee selection

Solutions

1. Robinson and Bennett (2001) define employee deviance as a voluntary behavior that violates significant organizational norms and in so doing threatens the well-being of an organization, its members, or both. It is important to note the difference between unethical behavior and negative deviant behavior because while the unethical behavior deals with the breaking of societal rules, deviant behavior focuses on violation of significant organizational norms. majority of deviant acts are considered negative, there exist positive as well. This is intentional behavior that departs from the norms of a referent group in honorable ways. this includes; innovative behavior, Non-compliance with dysfunctional directives, and criticizing incompetent superiors

PRODUCTION DEVIANCE; includes-

leaving early

taking long and excessive breaks

intentionally working slow

Wasting organizations resources.

Lateness to work

Withholding efforts.

Using of drugs and alcohol in workplace

Absenteeism

False pretense like calling in sick when well and healthy to work.

3) Induction refers to the process of introducing a new comer to his employer/ company and work environment. An induction session, conducted on day one for a new joiner, usually through PowerPoint presentation and videos sessions lasts a few hours or day

Orientation on the other hand, is a well designed program which aims at reorganizing a new employee and making him accustomed to his department, job role and work culture. An orientation session may vary from 1 day to several days, depending on organizational and departmental requirement.

Benefits

Welcome new employee

Provides essential information

Helps you get to know the employee and assess training needs

Create a Positive 1st Impression

Reduce turnover

To smooth the preliminary stages when everything is likely to be strange and unfamiliar to the starter

To establish quickly a favourable attitude to the company in the mind of the new employee so that he or she is more likely to stay

To obtain effective output from the new employee in the shortest possible time

5. Pay dissatisfaction can be described as a situation when an employee is of the opinion that the amount paid at the end of the month is not equal to the services rendered.

Ineffectiveness
Low and no productivity
Lack of commitment
Inefficiency
Absenteeism
Poor performance

7. Discrimination is a situation in which a person or a group of persons are treated differently usually unfairly because of a notable difference they have from other persons in their environment. These differences could be race, age, gender, sexual orientation, religion, ethnicity or physical deformity.

Reasons why discrimination is an issue

Globalisation

Diversity

Litigation

Company Image

Social acceptance

The solution to discrimination management is diversity management

What can HR managers do to manage discrimination?

Solution

Training and orientation including federal and state laws against such

Strict equality policies

Good grievance handling mechanism

Standard procedures for investigating and resolving cases of harassment and discrimination

Ensure quality performance appraisal system

9) Over time, a number of theories of leadership have been proposed, including:

Trait Theory

Behavioral Theories

– The Managerial Grid

– Theory X and Theory Y

Participative Leadership

– Lewin's leadership styles

Situational Leadership

Contingency Theory

Transactional Leadership (Burns 1978)

Transformational Leadership (Burns 1978)

9b) Be able to averse risk

Inspire a Shared Vision

Know your subordinates

Enable others to Act

Try to be distinct by being yourself

Have a high self esteem

Have a positive attitude towards the organization.

Build yourself

1. Diversity can be managed by putting the following in place: non-discriminatory employment practices, equal employment opportunity, avoid ignoring unhealthy tension, loss of productivity and Fair treatment. Fair treatment can be also be referred to as equal treatment in the workplace. Essentially this concept cant be 100% enforced be it in organizations or any association for that matter. It is therefore important that management should ensure that this concept is practiced.

13) RECRUITMENT : Recruitment is a process of operating a 'pool' of candidates by reaching the right audience suitable to fill the vacancy.

Issues in recruitment

Job posting

Ethical issues

Quality of candidates

Job incentives

Job description

Hiring manager issues

Recruiting Costs

15) Students are expected to discuss their view either in support or against the statement that International Human Resource Experts contend with issues such as workplace discrimination. Some issues that can help reduce discrimination include: non-discriminatory employment practices, offenders should be penalized, employees should be educated.

20) A glass ceiling is a political term used to describe "the unseen, yet unbreakable barrier that keeps minorities and women from rising to the upper rungs of the corporate ladder, regardless of their qualifications or achievements."

ISSUES IN GLASS CEILING:

There is a lower number of female employees in higher positions.

Women have to work harder than men to obtain equivalent jobs.

(iii) Women are then paid less than men when promoted.

(iv) Some organisations are more female friendly than others.

LEVELS OF ARTIFICIAL BARRIERS TO THE CARRIER DEVELOPMENT OF MINORITIES AND WOMEN:

Societal Barriers which may be outside the direct control of business minorities and women from the top levels of management.

Internal Structural Barriers within the direct control of business.

Governmental Barriers such as—Inadequate reporting and dissemination of information relevant to glass ceiling issues

19) Flextime is an arrangement that allows an employee to alter the start and end times of his/her work day around the normal schedule of 8:00 am to 5:00 pm. It is a system whereby

employees choose their starting and quitting time from a range of available hours. Flextime is not appropriate for all positions, or in all settings, or for all employees. Flextime during the probationary period is not advisable because of the need to clarify job responsibilities, establish relationships with co-workers and clients, and assess suitability for continued employment. Employees who have problems with punctuality, attendance, and/or performance, or who require close supervision, are not good candidates.