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**Unit I: Concepts and Perspectives on Human Resource Management**

**Case Study: Hindustan Unilever Limited (HUL) – Strategic Human Resource Planning**

**Background**  
Hindustan Unilever Limited (HUL), a leading FMCG company in India, exemplifies strategic HR planning to align with corporate objectives. HUL faced challenges in managing its vast workforce amidst changing business environments and competition.

**Scenario**  
In 2018, HUL embarked on a transformation journey to improve market share and business efficiency. The HR team was tasked with aligning human resource strategies with corporate goals, such as fostering innovation and expanding into rural markets.

**Key HR Strategies**

1. **Human Resource Planning**:
   * HUL introduced predictive analytics to forecast workforce requirements and skill gaps.
   * A "Leadership Pipeline" program was designed to identify and groom future leaders.
2. **Adapting to Change**:
   * The HR team focused on creating a flexible workforce capable of responding to market dynamics.
3. **Corporate Objectives**:
   * HR initiatives supported HUL’s sustainability goals, such as reducing carbon footprint and promoting diversity.

**Outcomes**

* Enhanced workforce productivity and retention.
* Successful expansion into rural markets with tailored workforce solutions.

**Discussion Questions**

1. How did HUL align HR strategies with corporate objectives?
2. What role does technology play in modern HR planning?

**Unit II: Attracting and Selecting Human Resources**

**Case Study: Tata Consultancy Services (TCS) – Recruitment Excellence**

**Background**  
TCS, India’s largest IT services company, faced challenges in recruiting and onboarding skilled professionals to meet global demand. The company focused on building a robust recruitment process to attract top talent.

**Scenario**  
In 2020, TCS introduced "TCS NQT (National Qualifier Test)" to standardize its recruitment process for fresh graduates across India. The HR team also revamped its socialization and induction program to ensure seamless integration of new employees.

**Key Initiatives**

1. **Manpower Search**:
   * TCS used online platforms, hackathons, and coding contests to identify talented candidates.
   * Partnerships with top universities strengthened its talent pipeline.
2. **Induction and Socialization**:
   * A digital onboarding platform provided personalized training and resources for new hires.
   * Socialization programs connected new employees with mentors to ease their transition.

**Outcomes**

* TCS reduced time-to-hire by 20% and improved the retention rate of new employees.
* The company maintained its position as a preferred employer among IT graduates.

**Discussion Questions**

1. How did TCS innovate its recruitment process?
2. What is the importance of socialization in retaining new hires?

**Unit III: Manpower Training and Development**

**Case Study: Larsen & Toubro (L&T) – Upskilling for Growth**

**Background**  
Larsen & Toubro (L&T), a multinational engineering and construction company, identified the need to upskill its workforce to adopt new technologies and meet global standards.

**Scenario**  
In 2019, L&T launched an organization-wide training initiative to prepare employees for digital transformation. The program included job analysis, performance appraisals, and succession planning to identify training needs.

**Key Initiatives**

1. **Training and Development**:
   * L&T introduced e-learning modules and on-the-job training for employees.
   * Leadership development programs prepared managers for higher responsibilities.
2. **Career Succession Planning**:
   * High-potential employees were identified and groomed for key roles.
3. **Performance Appraisal**:
   * A transparent appraisal system linked employee performance with career growth opportunities.

**Outcomes**

* Increased employee productivity and innovation.
* A 30% reduction in project delays due to skilled workforce deployment.

**Discussion Questions**

1. How did L&T link training programs with organizational goals?
2. What are the benefits of succession planning in large organizations?

**Unit IV: Industrial Relations and Employee Welfare**

**Case Study: Maruti Suzuki – Managing Industrial Relations**

**Background**  
Maruti Suzuki, India’s leading car manufacturer, faced a major industrial relations crisis in 2012 when workers at its Manesar plant went on strike over wage disputes and working conditions.

**Scenario**  
The prolonged strike led to production losses and strained relationships between the management and workers. Maruti Suzuki’s HR team implemented a comprehensive strategy to resolve disputes and rebuild trust.

**Key Initiatives**

1. **Dispute Resolution**:
   * A tripartite negotiation involving workers, management, and labor unions resulted in a revised wage structure and improved working conditions.
2. **Employee Welfare**:
   * Welfare programs, including health benefits and skill development, were introduced to enhance job satisfaction.
3. **Grievance Management**:
   * A grievance redressal mechanism allowed employees to voice concerns directly to HR representatives.

**Outcomes**

* Production levels were restored within three months.
* Improved employee relations and reduced attrition rates.

**Discussion Questions**

1. What could Maruti Suzuki have done to prevent the industrial dispute?
2. How do employee welfare programs influence industrial relations?