

# Human resource management assignment

[Business](#), [Management](#)



### Application Case-1 Finding People Who Are Passionate About What They Do

Executive Summary: Trilogy Enterprises inc. is a fast growing software company with a unique and highly unorthodox culture. It provides solutions for automotive and telecommunications companies to gather and analyze consumer data, and acquire customers in the United States and internationally. The company's solutions include Smart Leads; an Internet based scoring and segmentation service to predict consumers' likelihood to buy and to enhance the sales process with consumer data; and CarBuy. om, an automotive portal, which helps car manufacturers to enhance sales by determining the purchase propensity of customers. It also offers yourbillbuddy. com that include tariff plan wizard, which provides solutions to partner operators that enable competition subscribers to compare their current plans/spend against partner operator plans and submit leads; and sales force empowerment that enables sales executives to make recommendations to prospective customers. The company was founded in 1989 and is based in Austin, Texas with additional offices in Bangalore, India; and Hangzhou, China.

Trilogy Enterprises, Inc. operates as a subsidiary of Trilogy Software, Inc. 1.

Identify some of the established recruiting techniques that underlie Trilogy's unconventional approach to attracting talent? Answer: Trilogy actively recruits potential employees early in the hiring cycle. Their techniques include- a. Reviewing resumes (over 15, 000 in one year). b. Attending job and career fairs. c. Conducting on campus interviews (over 4, 000 in one year). d. Flying in prospects for interviews. e. And having more personalized procedures for handling top recruits. . What particular elements of Trilogy's

culture most likely appeal to the kind of employees it seeks? How does it convey those elements to job prospects? Answer: A number of company characteristics many appeal to programmers, including-

- No dress code.
- No regular work schedule.
- Self-directed scheduling.
- Workers with similar interests technically challenging work.

3. Would Trilogy be an appealing employer for you? Why or why not? If not what would it take for you to accept a job offer from trilogy? Answer: People may answer this either way.

People who require more structure may want to know about career paths, mentoring and measures of success. They may want the company to make some sort of symbolic comment to them.

4. What suggestions would you make to Trilogy for improving its recruiting processes? Answer: Trilogy's recruiting processes can be improved by-

- Attracting.
- Screening.
- Selecting qualified people and it must be done purely.
- Define the problem with the current recruiting process and establish project goals
- Measure the process performance using the metrics company has selected.
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Demonstrating the effectiveness of the improvements using a comparison of performance before and after the process change. Application Case-2

Where's My Czar Executive Summary: The primary problem in this case is that the management decision to give this position (the administration's assistant commerce secretary for manufacturing) to a very irresponsible person who is not perfect for this job. And the lack of information about the market screening for this particular position, because we are not clear that whether they screened the market appropriately for the right candidate or not.

Therefore their decision to hire Mr. Raimondo is not right for this position. The secondary problem is that Mr. Raimondo created job opportunities in china by outsourcing the portion of this business and running this business in Nebraska, which went against the strategies White house was implementing to create manufacturing jobs in US. Therefore if we see the major problem in this case from HR perspective, we found that the HRM department in White house lack the selection and recruiting tools for hiring a right person for this position.

The solution for this problem is to develop a proper HRM system and then after properly screening the environment they must chose an appropriate candidates group for the position, by using the proper HR tools, the process of recruitment in which includes job description and specification, and the headings must be the related to the position. 1. What should this position's job description look like? Answer: Creating more manufacturing jobs in US by developing the strategies to promote manufacturing business and enhance their capacity.

In short this job refers to a think tank sort of job, to achieve certain goals. 2. What are the ideal job specifications for the person in this position? Answer: Some ideal job specification for the person in this position are given below- a. Market experienced for more than 10 years in manufacturing sector. b. Should be Masters in HR or social science or economics. c. Intellectual. d. Business executive to under economic cycle and with an influential status. 3. How should we have gone about recruiting and screening for this position?

What selection tools, specifically, would you use? Answer: For this position we must have gone in a proper way according to the HRM, we should have recruited the person by taking the right decision for the right person for this position. Therefore for this we must run the recruiting process, which includes- g. Attracting. h. Screening. i. Selecting qualified people and it must be done purely. The selection tools I would use for this position are- a. Requesting for an application. b. Carrying out an interview. c. Work sample. d. Giving references. 4.

Where do you think we went wrong? Answer: The HR department of White house hired wrong person for the job, because conflicts occurred when the bush administration realized that they suppose to create manufacturing jobs in US not in China or in other countries. Mr. Raimondo was responsible for losing the opportunities in US, which he shifted in China, by outsourcing portion of business. Application Case-3 The Out-of-Control Interview  
Executive Summary: This case is all about Panel interview as well as stress interview of female candidates named Maria Fernandez.

Basically the panel members asked some irrelevant question to see how she copes with the situation and how sensitive she is. But finally she manages to get some additional information from the president. Question-1: How do you explain the nature of the panel interview Maria had to endure? Specifically, do you think it reflected a well-thought-out interviewing strategy on the part of the firm, or carelessness on the part of the firm's management? If it was carelessness, what would you do to improve the interview process at Apex

Environmental? Maria had experienced the nature of the panel interview by Apex Company.

There are several candidates ask over and over again. Some of the questions were more stressful, so they may actually inhibit responses. The panel interview was a stress interview and to see how well Maria could handle difficult situations. In this case, it seems to have been a well interviewing strategy, but there was a very clear element of carelessness on the part of the firm's management. The panel was obviously not well-trained and was careless in the choice of questions that they used. Many of the questions were clearly discriminatory and could be used against them in a gender-based discrimination suit.

Question-2: Would you take the job offer if you were Maria? If you're not sure, is there any additional information that would help you makes your decision, and if?? so, what is it? Yes, I would take the job offer as long as I know that kind of stress interview taken intentionally to see how I would stand up under pressure. If so then It is actually fair by the board of interviewer. But before accept the job; I need to find some information about the company. What I know is the nature of the job and the clear fit with my training and skills.

The additional information that I should seek involves the number of?? women who work at the company, the levels of management which they have attained, and the satisfaction of those women with their treatment by the Apex management. So If I am not sure whether this additional

information is available then I wouldn't take the job. Question-3: The job of applications engineer for which Maria was applying requires: (1) excellent technical skills with respect to mechanical engineering; (2) a commitment to working in the area of pollution control; (3) the ability to deal well and confidently with customers who have engineering problems ; (4) a willingness to travel worldwide; and (5) a very intelligent and well-balanced personality.

What questions would you ask when interviewing applicants for the job?

There are some specific questions that can be asked in an interview.

Questions need to be job-related, specifically to the requirements listed above. They also need to clearly avoid any discriminatory areas. 10

questions that I would ask when interviewing applicants for the?? job- i) Why

did you leave your last job? ii) What did you enjoy most about your last job?

ii) What do you expect from this company? iv) What did you like least about

your last job? v) Why should we be hiring you? vi) What are your major

strengths? vii) Do you have any questions about the duties of this job you

are applying? viii) What are your major weaknesses? ix) What are your

career goals for the next 3 to 5 years? x) What do you prefer, working alone

or in a group? Application Case-4 Reinventing the Wheel at apex Door

Company Executive Summary: The problem of this case is that the Apex

Door's training process is unplanned and inadequate.

The central problem is that Jim Delaney, president of the Apex Door

Company, cannot get his employees to do specific tasks without messing up

by understanding the organizational needs not individual, development of

the training process begins. This requires identification of critical skills need

for the organization to maintain competitiveness and remain successful. By placing the future needs of the organization in perspective, the next step in the development process consists of evaluating the current workforce and establishing how the existing skills knowledge and abilities fit into organizational goals.

Question: 1. what do you think of Apex's training process? Could it help to explain why employees "do things their way" and if so how? Answer: After reading the case study, it is clear that the Apex Training Process is disorganized. As from the case we can know the facts. It says the company doesn't have a training manual as well as out of date job descriptions for the employees who are supposed to be trained. Well yes employees are been used to working the way they wish to work and according to their working styles it is due to organizational structure and culture.

It consists of activities such as task allocation, coordination and supervision, which are directed towards the achievement of organizational aims.

Organizational structure affects organizational action in two big ways. First, it provides the foundation on which standard operating procedures and routines rest. Second, it determines which individuals get to participate in which decision-making processes, and thus to what extent their views shape the organization's actions and is made up of all of the life experiences each employee brings to the organization.

Culture is especially influenced by the organization's founder, executives, and other managerial staff because of their role in decision making and

strategic direction. Well describing all this it shows that how the culture affects in the organizational working style. The Apex Door Company has many flaws in delegating work and it also shows lack of interest to work from the employees. This is due to the incomplete and unorganized job description as well as the training lacks standardization and non equipped resources. This has happened due to the haphazard system of working.

In the case it lists the facts of working that is the training process. It shows that every employee is trained equally in all departments and is not trained according to the job profile. This is the main defect which shows the lay back attitude of employees and resistance to change. As Jim Delaney delegates work to the employees they do things their way which is because of the system of working. As explained before due to the flaws in working. An organization's culture is made up of all of the life experiences each employee brings to the organization.

Culture is especially influenced by the organization's founder, executives, and other managerial staff because of their role in decision making and strategic direction. Well describing all this it shows that is not properly maintained. Question: 2 what role do job descriptions play in training at Apex? Answer: Job descriptions set the boundaries of jobs in terms of required knowledge and skills. It is a description of the task in adjusting the limits of work in terms with the necessary knowledge and skills. By understanding the job description, a trainer can define the learning requirements or the material requirements for new or transitioning employees. The central problem is that Jim Delaney, president of the Apex

Door Company, cannot get his employees to do specific tasks without messing up. The causes of the central problem are that when employees don't understand something. These problems come in front us clearly when it says about employers that “decide to do it their own way”. Here we clearly explore the lacking of Apex Door Company not to having a through guide line or job description about the job they are doing.

Apex Door Company surely has a job description but it is surely out of date not updated regularly. If so then the employees should remain ware of minimize the use of steel in mega constructions size as it will not only minimize the amount of steel but also increase the net profit for Apex Door Company The role of job description of Apex Door Company should be clear, univocal and regularly checked to meet the latest market demand in quickest time with minimum expense.

Alternative solutions are that each job has a training manual, and that new up to date job descriptions be written. Question: 3 Explain in detail what you would do to improve the training process at Apex. Make sure to provide specific suggestions. Answer: After reviewing the case it's for sure that Apex Door Company must rebuild their training process to overcome their problems. A formal and updated Job description: The employees of Apex Door Company “decide to do it their own way” which is a major drawback for this company.

As by this view an employee will never taught. Conclusion: An important part of every manager's job is that of continuing the development of the people

who work under his/her direction to ensure a productive workforce and the on-going ability to meet changing job requirements. There is a clear strategic value in continuously training and developing employees in order to enhance the organization's ability to meet its mission and to increase the ability of employees to achieve rewarding careers within the organization.

As a manager, we may have several responsibilities in this area: analyzing organizational needs and identifying specific training requirements, developing training plans for the overall organization and individual employees within it, obtaining and allocating resources effectively to accomplish training needs and produce desired gains in organizational efficiency, and evaluating the impact of training efforts and making necessary adjustments to ensure maximum results. By conducting an effective training, it will help Jim Delaney to solve all his major issues pertaining to his/her employees. Application Case-5

Appraising the Secretaries at Sweetwater U Executive Summary: This case study is about the newly appointed vice president, Rob Winchester and about the difficulties he faced shortly after his university career began. Rob's boss, Sweetwater's president assigned him the first task of improving the performance appraisal system used to evaluate secretarial and clerical performance. The standards presently being used are very unclear and do not give a good view of how the job is being performed. Moreover the administrators are being very biased and are rating their employees above their real performance.

Mr. Winchester has taken advice from performance appraisal experts who helped him address the issues. In this case, the main difficulty is the performance appraisal which was directly tied to salary increases given at the end of the year. The graphic rating forms which were used to evaluate clerical staff were not efficient as these forms never gave the true evaluation of performance. So, to change the faulty performance appraisal system two Sweetwater experts gave their recommendations to solve the problem.

The first recommendation was not to use graphic rating forms as this rating method did not provide any clear picture about the good or bad performance. The second recommendation was not to force administrators to arbitrarily rate at least half their secretaries as something less than excellent. The recommendations given by the experts were good and made sense but these recommendations created problems like efficacy of any graphic rating forms if it is compared to the original forced ranking approach used by Rob and what should be the basis of performance appraisal.

Question: 1 Do you think that the experts' recommendations will be sufficient to get most of the administrators to fill out the rating forms properly? Why or Why not? What additional actions (if any) do you think will be necessary? Answer: Yes, I think that the experts' recommendations will be sufficient to get most of the administrators to fill out the rating forms properly because it encourages administrators to fill the forms out correctly and using the more detailed form and not tying the performance ratings to salary increases would allow the managers to feel freer about rating the secretaries accurately and thus will help them to achieve the not only their

own goals but also the goals of Sweetwater U. In my point of view I think there would, however, need to be some additional actions that strong training session for both for administrators and secretaries to help them understand the new system. Since all secretaries have traditionally received the same salary increases, and have been pleased with that, it would be advisable to consider lowering the maximum increase to an amount that could be given to all secretaries while staying within budget.

Then all secretaries with a satisfactory rating or better would receive that increase. Question2 : Do you think that Vice President Winchester would be better off dropping graphic rating forms, substituting instead one of the other techniques we discussed in this chapter such as a ranking method?

Answer: Yes I think that Vice President Winchester would be better off dropping graphic rating forms; substituting instead one of the other techniques because Graphic rating scale is that lists a number of traits and a range of performance for each.

The employee is then rated by identifying the score that best describes his or her level of performance for each trait. Certainly he could be used other methods. He has already had a taste of what would result if he went to a forced distribution or other ranking method. A BARS system might be best, which indicates an appraisal method that aims at combining the benefits of narrative critical incidents and quantified ratings by anchoring a quantified scale with specific narrative examples of good or poor performance.

It is the best method and it consists of five steps they are; generate critical incidents, develop performance dimensions, reallocate incidents, scale the incidents and develop a final instrument but it could be costly to develop if the clerical staffs have positions that are significantly different. Question 3: What performance appraisal system would you develop for the secretaries if you were Rob Winchester? Defend your answer. Answer: If the development costs are not too great, the BARS system would give the strongest solution to the current situation. The behavioral anchors would make it more difficult to just rate everyone at the top.

It would also help to eliminate the different interpretations of what the rating scales mean. BARS system indicates an appraisal method that aims at combining the benefits of narrative critical incidents and quantified ratings by anchoring a quantified scale with specific narrative examples of good or poor performance. It is the best method and it consists of five steps they are; generate critical incidents, develop performance dimensions, reallocate incidents, scale the incidents and develop a final instrument. BARS system is more time consuming than other appraisal tools. Some advantages are as follows: 1.

A more accurate gauge: in this case BARS produce a good gauge of job performance. 2. Clearer standards: the critical incidents along the scale make clear what to look for in terms of superior performance, average performance and so on. 3. Feedback: the critical incidents make it easier to explain the ratings of appraises. 4. Independent dimensions: systematically clustering the critical incidents into five or six performance dimensions

should help to make the performance dimensions more independent of one another. 5. Consistency: it is relatively reliable, in that different raters' appraisals of the same person tend to be similar.

Conclusion: Performance management is a process that consolidates goal setting, performance appraisal and development into a single, common system, the aim of which is to ensure that the employee's performance is supporting the company's strategic aims. It is important for three reasons; first one is the total quality management, second one is appraisal issues and the third one is strategic focus. A manager can appraise employees based on the specific standards by assign specific goals, assign measurable goals, assign challenging but doable goals and encourage participation.

Many managers use SMART where goals should be specific, measurable, attainable, relevant and timely. Appraise performance is very much important for subordinates because through performance appraisal a manager can understand employees are whether in right track or not, employer's performance management process which translate the employer's strategic goals into specific goals, lets the boss and subordinate develop a plan for correcting any deficiencies and to reinforce the things the subordinate does right, do SWOT analysis.

Quantitative method includes graphic rating scale, alternation ranking method, paired comparison method, forced distribution method, narrative forms and behaviorally anchored rating scale (BARS). Qualitative method includes critical incident method and management by objectives (MBO).

There is another method called electronic performance monitoring (EPM). A manager can also evaluate the performance by merging the all methods. Appraising performance has some problems and solutions. The problems are unclear standards, halo effect, central tendency, strictness or leniency and bias.

The solutions are no problems, use right tool, train supervisors, outside influences and keep a diary. Traditionally the immediate supervisors, peer appraisals, rating committees, self ratings and by subordinates do the appraising of the employees. Appraisal interview is such that where supervisors and subordinates review the appraisals and make plans to remedy deficiencies and reinforce strengths. There are three types of appraisal interview, satisfactory and promotable, satisfactory but not promotable and unsatisfactory but correctable.

Application Case-6 “ Boss, I Think We have a Problem” Executive Summary:

This case is a discussion of the mistakes made by a company in hiring at a subsidiary in a foreign country. Includes what the HR did wrong, what should have been done, and how the HR could have mitigated created problems.

Question 1: What are some international HR mistakes that Mr. Fisher has made? Answer: Mr. Fisher has made some common mistakes in human resource management. These problems are clearly identifiable. 1. Not Knowing the Right Sources:

The advertisement media is the best for recruiting but it can ruin the process if anything goes wrong. As MR. Fisher published their ad in the International

Herald Tribune, which is read by businesspeople in Europe and by American expatriates living and working in Europe. That's why it not the right source of recruiting. Recruiting via Advertisement depends on the positions for which anyone is recruiting. For example, the local newspaper is often the best source for local blue collar help, clerical employees and lower level administrative employees.

Recruiting the position like sales manager is not effective through advertising. 2. Not Conducting a Thorough Hiring Interview: Interview is essential part for any hiring. But MR. Fisher didn't conducting a Thorough Hiring Interview. Also there was no Writing a job description and job specification for the position based on the job analysis. He didn't decide where and how to find qualified applicants. What are the recruitment techniques to be used? As a result he failed to hire the best person for the job. 3.

Not evaluating the candidates' background: The case study shows that there was no background checking was involved in hiring process. Mr. Fisher so far has received only five applications. One came from a possible viable candidate, whereas, four came from candidates whom Mr. Fisher refer as "lost souls"- people who seem to have spent most of their time traveling restlessly from country to country sipping espresso in sidewalk cafes. When asked what he had done for the last 3years, one told Mr. Fisher he had been on a walkabout.

So Mr. Fisher had no initial idea about the candidates as he didn't evaluate the candidates' background. 4. Not training the Recruited Candidate:

Training gives new employees the skills they need to perform their jobs. In any case training is a hallmark of good management but Mr. Fisher didn't empower his employees with authority, train them to use it for the organization's benefit which results, employee is severely injured on the job site and investigation identifies supervisory negligence. 5. Not checking the compensation scale:

A major mistake many companies make is hiring a consultant without checking the going rate in the industry. You need to do some research to find out the pay range for the services you require before overpaying. In this case Fisher alienated two of his US sales managers by sending them to Europe to temporarily run the European operations, but neglecting to work out a compensation package that would cover their relatively high living expenses in Germany and Belgium. One ended up spending the better part of the year, and Mr.

Fisher was rudely surprised to be informed by the Belgian government that his sales manager owed thousands of dollars in local taxes. 7. Not clearly describing the project: It is very important to describe the project and its purpose to the employees. But there was no sign that MR. Fisher described the goal of the organization to the employees. Thus their project goes unfocused. 08. Not making sure of the consultant's availability: A consultant that takes on a job and disappears for three weeks to do another job is typically not a benefit to any business.

Mr. Fisher Didn't makes sure the consultant is available to work on your project. 09. Not Addressing Employee performance: Without performance appraisal and measurement employees' performance level go unnoticed. Mr. Fisher failed to address Employee performance. 10. Not having a contractual agreement: In this case it is indicated that without full-time local European sales managers, the level of Sales were disappointing, so fisher decided to fire about half the distribution center employees.

That's when he got an emergency phone call from his temporary sales manager in Germany: " I've just been told that all these employees should have had written employment agreements and that in any case we can't fire anyone without at least 1year's notice, and the local authorities here are really up in arms. So Mr. Fisher had to make sure to have the parameters of the relationship, specifying the agreed work and the timeframe in which the work needs to be completed, in an agreement signed by both employee and owner.

Question 2: How would you have gone about hiring a European sales Manager? Why? Answer: There are few challenges quite as tiring as trying to recruit an effective sales force. Because of its impact on the company's bottom line, selecting the right sales people is a critical area that requires a lot of attention. When the sales force does not achieve the desired results, more sales training programs are established and the sales representatives with the lowest level of performance are soon replaced. It seems to be a never ending cycle in which sales managers see little hope for relief.

In most companies, 80% of the sales seem to come from 20% of the sales force. While the objective has always been to try to clone the top 30%, that really never seems to happen. If a competitor manages to target and hire away those top sales producers, what happens to the bottom line? There has got to be a better way of finding and developing the talented sales people we need with more effectiveness than we currently have. Fortunately there is a much better method of recruiting an effective and more productive sales Manager.

Before any new options are explored, we really need to take a good look at exactly what is going wrong with the current process used in selecting sales manager. In that regard, let's simulate a mock hiring routine in order to find out where the problems are. We have run our sales representative ads in the target market for a month and have narrowed the field to what we regard as the best sales Manager. 3. What Would You Do now If You Were Mr. Fisher? Answer: If I were Mr. Fisher Then I would go through a different process of the recruitment and selection of the company.

I would consider some facts, such as: a) Make an Advertisement in a Right source. b) Conducting a Thorough Hiring Interview. c) Comparing Sales Candidates. d) Measuring the Personality Dimensions. e) Evaluating the candidate's background. f) Training the Recruited Candidate. g) Measuring the Mental Aptitudes. h) Checking the compensation scale. i) Addressing Employee performance. j) Having a contractual agreement. These are the facts that need to consider for recruiting the employee for the organization.

Compensation Act In Bangladesh

The constitution of Bangladesh has recognized fundamental rights of the workers at work places including necessary social protection. Globalization and changing economic condition influencing traditional workplace values, nature of employment, working condition, welfare facilities, industrial relations and contemporary social protection system. The introduction of free market economic policies, unbalanced economic and industrial reforms posed serious challenges to job security and social protection of workers in different sectors.

The approximate ratio of formal and informal sector in Bangladesh is 20: 80 and the ratio between public and private sector is 30: 70. However 51% of employment is covered by agriculture – forestry and fishery sector, the production and transport sector cover 6. 4% of employment, 1% of employed people in clerical occupation, 4. 5% in sales and 1. 2% in service sector.

Women are increasingly entering into job market mainly in ready-made garments and allied sector, tea gardens, NGOs, health care services, food processing industry, export processing zones, services sectors and commercial enterprises and informal sector i. . construction, agriculture etc.

The core labor laws of the country are Industrial Relation Ordinance, 1969, Worker's Compensation Act, 1923, Payment and Wages Act, 1936, Maternity Act, 1939, Factory Act 1965, Shops ; Establishment Act 1965, Employment of Labor (SO) 1965 etc. Majority of the labor laws are backdated with weak enforcement by concerned authorities and most important face of it is that it does not cover all section of workers.

According to recognized international definition, the social safety nets can be broadly defined as those instruments aimed at providing extended social protection, guarantee of social security to the most needing sections of society particularly the working class and the social poor as their human and social rights not only for their human and social objectives in public policies and private participation, but as system of international convents, collective social contract and income redistribution.

This means that social safety nets include both social security schemes such as guarantee of decent minimum wage; old age/ retirement benefits; unemployment insurance benefits; retrenchment compensations; medical care sickness and compensation for employment injury and death; maternity protection and issues specific to women as well as social and welfare programs, as determined in law, policy measures, contracts including collective bargaining agreements and international instruments. In Bangladesh the root of social security system and laws are based upon rules and regulation introduced by the British Colonial regime.

There is no specific national policy at present on safety-net issue and very little discussion took place in society on this regard. Decent wage is one of an important factor to achieve the objective of decent work. Right to receive fair minimum wage is one of a human right for all workingmen and women at workplaces and a key issue for the trade unions. It is also important to note that the UN Millennium Development Goal or poverty reduction strategy of Bangladesh would not success without having any minimum wage standard for the workers.

But the reality is, there is no national minimum wage in Bangladesh yet. The enforcement machinery has little capacity to enforce and ensure the appropriate payment of minimum wages to various industries in private sectors. Also, there is no wage standard in informal sector. The wage structure determined by the Minimum Wages Board or Wage Commission or the Pay Commission is not based on minimum daily life requirement of a worker. For that reason, there is a huge gap between income and expenditure level of a worker and employees forced to live below the poverty line.

One of an important safety-net issue for all working women in maternity benefit right. But, in Bangladesh the majority of the women workers are deprived from this right for various reasons such as the weakness of relevant rules/acts and lack of enforcement, negative attitude of the employers to violate the rules/acts, lack of awareness among women workers about this special right, weak role of trade unions to deal the issue, lack of seriousness from the part of the government on implementation and monitoring of relevant laws at workplace level.

The condition of maternity benefits rights of women workers is very much low in leading women worker intensive sectors such as the garments, private shops/establishments and services sectors. The concerned employers are not properly aware on impact of violating this basic right of women workers and the trade union organizations at different levels not giving priority the issue in their regular activities for discussion and action.

Different women organizations working for the rights and empowerment of women are not vocal on maternity benefits rights of working women and Medias are also not much active to address the issue. The following study will create an opportunity to obtain a clear picture on this issue and help to develop a clear trade union policy and by trade union and civil society groups on this issue in Minimum wage and Maternity Protection Rights for workers. Objectives

\_\_\_\_\_ To review the overall status of the National Safety-Net policy at present for all workers special focus on Minimum Wage and Maternity rights protection for all female workers. Minimum Wage

\_\_\_\_\_ ??? To review the Minimum Wage status for all workers considering present Bangladesh situation for ensuring better social protection to workers under the frame work of human rights. ??? To review the present related policy and laws and examine how far it granted the Minimum Wage. To access the wage determine and payment procedure laws in selected 3 (three) sectors. ??? Undertake comparative analysis in SARC region. ??? Analysis the relation between productivity of the country. ??? Analysis the real wage situation in line with Millennium Development Goal or poverty reduction strategy of Bangladesh. ??? To develop relevant trade union policies and necessary social safety-net policy for workers to effective discuss and negotiation.

Maternity Protection \_\_\_\_\_ ??? To review the Maternity Protection Laws for all Women Workers considering

present Bangladesh situation. ??? To review the legal instrument and implementation status and weakness of Maternity protection for all women workers and find out the impediments towards its effective implementation and recent developments status selected in 3 (three) sectors. ??? To access the wage determine and payment procedure laws in selected 3 (three) sectors. To find out the joint action among the stakeholders (Trade Union Leaders, NGOs, Workers, Employer Association and Government). ??? To formulate necessary recommendations and trade union policy to ensure the minimum wage for all workers and maternity protection for all women workers. Methodology

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??? Literature

Review. ??? Field Survey. ??? Interview on work place review (Institutional structure). ??? Case study and ??? Focus Group Discussion. Scope of work

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1.

The Consultant team will conduct an extensive policy and laws review and review of secondary sources and dialogues with policy bodies, and assess the fundamental NMW and MP rights of workers in Bangladesh; 2. The Consultant team would develop the research methodology and instruments, with feedback from BILS. Therefore, a qualitative approach will be adopted. The aim of qualitative research, as opposed to quantitative, is to collect information on a particular subject in depth. The purpose is to search for new and different themes that emerge from individuals rather than to find out how many individuals agree with a certain statement. 3. A primary survey to be conducted among the different groups of workers, employers, Trade Union

Leaders exercise of above mention two issue based rights and practices in Bangladesh; 4. The consultant team will define ranges of recommendations on the role of Government, Trade Unions, Workers and Private sector for effective involvement and participation, planning, designing and implementation of process and programming.

Output \_\_\_\_\_ 1. Inception-report and related interview plan 2. Draft final report and presentation 3. Workshop report/presentation paper 4. Final report and Recommendations Specific Guidelines for the consultant \_\_\_\_\_ ???

The consultant team will review the present laws in Bangladesh specially focus on National Minimum Wage and Maternity Protection for workers perspective. The consultant team will collect and study the relevant documents- literature review, policy review with regard to this specific said Act. ??? The consultant team will have a discussion meeting with the key staff of BILS and some introductory discussions need to organize with relevant stakeholders (Ministry of Law, Ministry of labor, MOWCA, Labor Directorate, ILO, FBCCI, BKMEA, BGMEA, Individual Factory Owners, Workers, Trade Union Leaders and NGOs etc). The consultant team will have to find relevant laws in the SARC countries. ??? The consultant team will have to give the guide-line of existing laws monitoring and verification policy and procedure. ??? Organize a one-day workshop with the relevant stakeholders, workers, donor organization, NGOs ; trade union leaders to share the findings of the study and draw further recommendations.