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MBA 642
Management of Human Resources

Case Assignment Questions

Merck & Co., Inc. (A), (B), & (C)

Instructions:

- ❖ Put the names of the team members in the upper-left-hand corner of the first page of your team's answers.
- ❖ Staple the pages together with a staple in the extreme upper-left-hand corner.
- ❖ Double-space the text of your team's answers. Use a legible font, make the font size 11-pt. or 12-pt., and use margins no smaller than 1-inch.
- ❖ Your team's answers are limited to no more than 6 pages of text; any exhibits (e.g., figures, tables, charts, diagrams, or so forth) that you might decide to include do not count against the limit of 6 pages of text. Note that 6 pages of text is a limit, not a goal. Get to the point and focus on the critical issues for each question.
- ❖ Unless the question explicitly specifies otherwise, stick to the facts provided in the case—other information about the companies or the industries involved in the case, which you might know or discover through research, is out of bounds.
- ❖ You cannot answer a question by recommending that "more research is needed in order to answer the question."

Questions:

1. Based only on the information in the (A) case, what are the major problems with Merck's Performance Appraisal and Salary Administration Program?
2. Based on the information in the (A) and (B) cases, what are the key changes in the revised program? What problems under the old program are solved or mitigated by the revised program? What problems are there under the revised program?
3. Based on the information in the (A), (B), and (C) cases, what are the key changes being recommended in the (C) case? What additional changes would you recommend?