

*Program: MIM (Batch2018-21), Semester-II, End Term Exam paper, Subject: Human Resource Management*

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**Program: MIM (Batch 2018-21) Semester-II**  
**Subject: Human Resource Management**  
**(End Term Examination)**

**Maximum Marks: 50**  
**2019**

**Duration: 3 hours**

**Date: 11/04/**

**Instructions:**     *Answer any three questions from Question No. 1 to 5*  
*Question No. 6 is compulsory*  
*Marks for each question is given in parenthesis*

Q1. In 2016, TCS decided to do away with the Bell Curve Appraisal system and bring in Continuous Feedback system. What are the problems, along with Bell Curve, that are associated with performance appraisal system.

**(10)**

Q2. From the reading “We googled you” – explain the consequences of hiring Mimi

**(10)**

Q3. Explain the role of human resource as business partner .

**(10)**

Q4. Explain the benefit of exit interview from both employer and employee perspective.

**(10)**

Q5. Using a flowchart, explain the concept of total compensation.

**(10)**

Q6.

The training program at the learning academy of Toyota Kirloskar Motors (TKM) is based on the role and skill requirements with respect to the designation of employees. The structure has two segments: corporate and functional.

The corporate segment, anchored by the HR, focuses on skill development of all employees. The program includes Fundamental Skill Training, Element Work Training and Standardized Work Training, in addition to culture based trainings. Other programs include basic Microsoft Office, Cross Cultural Awareness, Power Your Promotion Skills etc.

The Functional segment, managed by individual sections and departments, is mostly

need-based.

The company uses adult pedagogy. Visual manuals are specially developed to make the trainees understand the concepts and their applications in an effective manner. Similarly, emphasis is on experiential learning, for example, hands-on experience, simulations, activities and competitions.

TKM's learning model is composed of on-the-job development, self-initiated projects and classroom training.

Toyota targets 70% development efforts through on-the-job training (OJT). This experience serves as a driving force in developing the next generation. Further, self-initiated projects to cultivate self-motivation and enhance communication skills and classroom training supplement the learning inputs for the employees, which cannot be covered by OJT. There is special focus on the development of specialized knowledge, ability and skills for the accomplishment of work operations.

TKM follows a comprehensive Learning Need Assessment of employees to decide on the developmental needs, and the content is set accordingly. Opportunities are created for each employee to implement their learning in their respective jobs. Continuous monitoring ensures that complete utilization of the learning opportunities is achieved.

In every step of the training, employees have to pass through various tests. After gathering adequate knowledge and skills, the employees are fully equipped to perform their jobs.

QA. From the case, explain the steps involved in training process.  
(10)

QB. How do you evaluate the training program in Toyota Kirloskar.  
(10)

-----End of Paper-----