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| **Trim: Nov 2024 - Mar 2025**  **Maximum Marks: 50 Examination: ETE Exam Date: 02/04/2025 Duration: 2 hrs** | | |
| **Programme code: 01**  **Programme: MBA** | **Class:** FY | **Semester/Trimester: II** |
| **College:**  **K. J. Somaiya Institute of Management** | **Name of the department/Section/Center: HR** | |
| **Course Code: 317P01C204** | **Name of the Course: Human Resource Management** | |
| **Instructions:**   * **Q1, Q2 and Q3 are based on one case on NexGen Systems** * **Answer Any 4 Questions from Q1 to Q6** * **Q7 is mandatory** * **Marks for each question are given in brackets beside the question** | | |

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| **Question No.** |  | **Max.**  **Marks** |
|  | **Workforce Transformation at NexGen Systems**  **Background:** NexGen Systems, a leading multinational technology firm with a strong presence in India, is undergoing a significant workforce transformation. With the rapid adoption of automation, artificial intelligence, and evolving client demands, the company is restructuring its workforce to stay competitive.  As new roles emerge in cutting-edge fields such as AI, cybersecurity, and cloud computing, NexGen faces intense competition from startups and global players for specialized talent. The company currently employs 4,500 professionals across various domains, but projections indicate that at least 1,000 employees need to transition into new roles within the next two years. Simultaneously, 300 roles in legacy technologies may become redundant, putting pressure on HR to either reskill employees or make difficult layoff decisions.  **The Challenge:**  Several employees at NexGen require targeted skill development to match the new strategic direction. However, some skill gaps cannot be fulfilled through internal training alone, necessitating external hiring. The HR team, along with business heads and line managers, must devise an efficient workforce planning, recruitment, and training strategy. Three employees illustrate the broader challenge:   * Ravi, a software engineer with five years of experience, is showing a dip in his performance. He is required to develop expertise in artificial intelligence (AI) and cloud computing to stay relevant. While internal training programs can bridge some gaps, hiring externally for AI specialists may be evaluated. * Sneha, a cybersecurity analyst, needs to obtain advanced certifications in ethical hacking and cloud security to manage evolving cyber threats. However, the company also needs to hire external experts to handle specialized security challenges that internal employees cannot immediately address. * Amit, a team leader, must enhance his ability to manage collaboration, resolve conflicts, and motivate teams in a dynamic work environment. Internal leadership development programs can help, but NexGen is also considering hiring experienced leaders with proven cross-functional leadership skills to guide strategic initiatives.   Given these realities, NexGen faces multiple challenges relating to HR Planning, Recruitment & Selection and Learning & Development (L&D).  With pressure mounting from leadership to transition swiftly, HR, business heads, and line managers must make strategic choices that balance business needs with employee retention and cost efficiency. |  |
| Q1) | *What are the internal and external factors affecting HR Planning at NexGen? As a business head, discuss how HR planning can be used to assess and address the demand-supply gap for the key roles to mitigate risks in the short and long term.* | (10) |
| Q2) | *As an experienced line manager, what recruitment strategies would you propose to attract and select talent that meets NexGen’s workforce requirements? Discuss how internal vs. external hiring decisions impact organizational effectiveness, workforce adaptability, and knowledge transfer, particularly in emerging technology areas where competition is fierce.* | (10) |
| Q3) | *As the skip level manager of Ravi, Sneha and Amit propose a structured approach to develop Learning & Development programs for your teams, focusing on training needs identification, implementation, and evaluation.* | (10) |
| Q4) | Kiran and Charu founded LearnInMotion.com with the mission “to provide work related learning when, where, and how you need it.” They hired salespeople, two programmers, a web designer, and several content management experts to transform the incoming material into content based on the customers’ needs. Kiran and Charu disagree over the importance of having a performance management system. Charu says it’s quite clear whether any particular employee is doing his or her job. It’s obvious, for instance, if the salespeople are selling, and if the Web designer is designing. Charu’s position, like that of many small-business managers, is that “we have 1,000 higher-priority things to attend to” such as boosting sales, attending to customers’ needs and creating the calendar. And in any case, Charu thinks, the employees already get plenty of day-to-day feedback from Charu or Kiran regarding what they’re doing right and what they’re doing wrong. This informal feedback notwithstanding, Kiran believes that a more formal performance management system is essential to sustain performance. “May be this is one reason we’re not getting enough sales and higher customer satisfaction,” Kiran says. They have been debating this for some time now. You are an experienced manager in the company, and they have called you for a meeting to seek your views on what to do.   1. *Who do you feel is right? Charu or Kiran? Justify your answer (5 Marks)* 2. *Develop a performance management system for LearnInMotion. Share compelling arguments to gain buy-in of both Charu and Kiran (5 Marks)* | (10) |
| Q5) | The hum of the office was a stark contrast to the usual vibrant energy. Ashna, a star performer in the marketing team at XYZ Ltd., was cleaning out her desk. Her colleagues exchanged worried glances, a silent acknowledgment of the growing trend. Over the past six months, the company had lost a significant number of talented employees, many of them high performers like Ashna. The whispers started months ago – dissatisfaction with the new performance review system, a perceived lack of transparency from leadership regarding the company's strategic direction, and concerns about limited growth opportunities. Ashna, reflecting on her own reasons for leaving, thought about the long hours, the feeling that her contributions weren't truly valued, and the sense that the company's values, once a source of pride, now felt hollow. She had asked herself the tough questions: Am I meeting my purpose here? Am I being told the truth? The answers, unfortunately, had become increasingly clear. As she packed the last of her belongings, Sarah couldn't help but feel a pang of sadness, mixed with a sense of relief. She was moving on, seeking a place where she felt she would belong.  Organizations invest significant resources in trying to improve employee engagement. *Describe two different methods that XYZ Ltd. may adopt for measuring employee engagement. Propose three practical strategies that XYZ Ltd. could implement to address specific areas of low engagement (e.g., lack of recognition, poor communication). Justify your chosen strategies, explaining how they would contribute to improved engagement.* | (10) |
| Q6) | Write Short Notes on *any two*: (5 Marks each)   1. Soft vs Hard Model of HRM 2. Job Evaluation 3. Prevention of Sexual Harassment (PoSH) | (10) |
| Q7) | An experienced production team leader was found manipulating work logs to show that his team completed tasks faster than they actually did. This led to incorrect efficiency reports being submitted to senior management. When confronted, he justified his actions, stating that unrealistic targets and recent layoffs pressured him to do so.   1. *Does this act qualify as a serious misconduct? (2 Marks)* 2. *What punishment do you feel may be applicable? Justify your rationale (4 Marks)* 3. *What steps can the organization take to prevent such incidents in the future? (4 Marks)* | (10) |