

Semester: Nov 23 – May 24 Batch 2		
Maximum Marks: 50	Examination: ETE Exam	Date: 01/06/2024
Duration: 2.5 hrs		
Programme code: 18 Programme: MBA for WE	Class:	Semester/Trimester: Sem 1
College: K. J. Somaiya Institute of Management	Name of the department/Section/Center: HR	
Course Code: 117P18C106	Name of the Course: HRM	
Instructions: Attempt any 5 questions		

Question No.		Max. Marks
Q1	<p>In January 2023, Harshvendra Soin (Soin), Global Chief People Officer of India-based large market capitalization (Large-cap) Information Technology (IT) Services Company, Tech Mahindra Limited (TML), claimed that the company had hit an internal fulfilment rate of around 66%, said to match the “best in the industry” i.e., 66% of its vacant positions were filled by internal recruitment.</p> <p>TML had been focusing on internal fulfilment of job positions instead of hiring external candidates for some time to control its Average Resource Cost (ARC) and employee expenses. Soin said, “We’ve succeeded in doing this (manpower count) thanks to a lot of automation in IT, alongside improving internal fulfilment sizably, by up to 66%.”</p> <p>a) What are the pros and cons of ‘bringing in an outsider’ and ‘promoting from within’? (5 marks)</p> <p>b) Discuss the probable impact of such decisions on the morale of the employees and attrition levels in the organization. (5 marks)</p>	10
Q2	<p>Write short notes on any 2 of the following:</p> <p>a) Job Analysis</p> <p>b) Strategic HRM</p> <p>c) Total Rewards</p>	10
Q3	<p>Sharan and Mala disagree over the importance of having performance appraisals. Sharan believes that in any case their subordinates get plenty of day-to-day feedback from him or Mala regarding what they are doing right or what needs to be improved. This informal feedback notwithstanding, Mala believes that a formal appraisal is essential to sustain performance.</p> <p>a) Is Mala right about the need to evaluate her subordinates formally? Why or why not? (5 marks)</p> <p>b) Propose a Performance Management System that takes care of employee appraisals and is aligned with best practices in the industry. (5 marks)</p>	10

Q4	<p>Jatin Shah, president of Apex Door, has a problem. No matter how often he tells his employees how to do their jobs, they invariably “decide to do it their way,” as he puts it, and arguments ensue between Jatin, the employee, and the employee’s supervisor. One example is the door design department, where the designers are expected to work with the architects to design doors that meet the specifications. While it’s not “rocket science,” as Jatin puts it, the designers invariably make mistakes—such as designing in too much steel, a problem that can cost Apex tens of thousands of wasted dollars, once you consider the number of doors in, say, a 30-story office tower. The order processing department is another example. Jatin has a very specific and detailed way he wants the order written up, but most of the order clerks don’t understand how to use the multipage order form. They simply improvise when it comes to a detailed question such as whether to classify the customer as “industrial” or “commercial.” The current training process is as follows. None of the jobs has a training manual per se, although several have somewhat out-of-date job descriptions. The training for new people is all on the job. Usually, the person leaving the company trains the new person during the 1- or 2-week overlap period, but if there’s no overlap, the new person is trained as well as possible by other employees who have filled in occasionally on the job in the past. The training is the same throughout the company—for machinists, secretaries, assemblers, engineers, and accounting clerks, for example.</p> <p>a) What do you think of Apex’s training process? Could it help to explain why employees “do things their way”? If so, how? (5 marks)</p> <p>b) Explain in detail what you would do to improve the training process at Apex. Make sure to provide specific suggestions, please (5 marks)</p>	10
Q5	<p>XYZ Ltd is a state-run organization presently under-performing in terms of revenue generation. An internal assessment for cost reduction revealed that absence of any human resource planning efforts, lack of effective administration of temporary workforce and vested interests of political groups has resulted in the creation of a large contingent of surplus workforce leading to increased wage expenses.</p> <p>a) Discuss any 3 strategies with their advantages and disadvantages available to XYZ Ltd to tackle the issue of surplus workforce. (5 marks)</p> <p>b) Explain how manpower planning efforts could have helped XYZ Ltd to avoid such a situation (5 marks)</p>	10
Q6	<p>GoodLife Fitness Clubs Inc. is a recognized leader in the fitness industry with clubs located across Canada. Post the selection of candidates, the club invariably onboards its new ‘Associates’ (staff). This takes place through a ‘Base Camp’ orientation, online training modules, and in club training.</p> <p>a) Discuss the purpose of employee orientation for employees joining at various hierarchical levels in the organization with relevant examples? (5 marks)</p> <p>b) If you were the HR in a firm, outline some of the best onboarding practices that you would use. Would the practices vary for different positions? (5 marks)</p>	10