

Sem: Oct 24			
Maximum Marks:50		Examination: ETE Exam	Date:13.10.24
Duration:2.5 hours			
Programme code: Programme: MBA WE Batch 3		Class: FY	Semester/Trimester: 1
College: K. J. Somaiya Institute of Management		Name of the department/Section/Center: HR	
Course Code:117P18C106		Name of the Course: Human Resource Managment	

Question No.	Instructions: 1) Answer any 3 Questions from Q1 to Q4. 2) Question 5 is compulsory 3) State your assumptions (if any) clearly	Max. Marks
Q1.	<p>TechWorld Solutions, a leading software development firm, has launched a new training initiative aimed at upskilling its workforce in critical areas such as cloud computing and artificial intelligence. The company has invested significantly in designing this program, with the goal of enhancing employee competence and ensuring that the workforce is prepared to meet the growing demands of its clients.</p> <p>The training, which spanned three months, included a combination of multiple methods. After the program concluded, the HR department conducted an internal evaluation to assess its effectiveness. Initial participant feedback suggested high satisfaction with the program content and format, but a few employees raised concerns about certain aspects of the training, such as the relevance of certain modules and the lack of practical, hands-on application.</p> <p>Despite this feedback, a formal review of employee performance in the months following the training yielded mixed results. While some managers reported noticeable improvements in technical skills, others observed little to no change in on-the-job application of the newly learned skills. There was also no significant reduction in project errors or productivity gains in some key areas of the business.</p> <p>The HR team is now grappling with whether the training program was effective in achieving its intended objectives and whether the current evaluation process is robust enough to capture the full impact of the training.</p> <p>i) <i>How can the organization assess the success of this training program? Identify and discuss a comprehensive evaluation framework that could be applied in this situation.</i></p> <p>ii) <i>What improvements would you recommend to the training design or delivery to address the concerns raised by the employees and ensure better outcomes?</i></p>	15

Q2.	<p>GlobalSoft Solutions, a multinational software company with over 5,000 employees worldwide, has seen steady growth over the past decade. The company provides cutting-edge enterprise software solutions to clients in industries ranging from finance to healthcare. With its headquarters in India and offices across Europe and North America, GlobalSoft is preparing for a large-scale expansion in the Asia-Pacific region. The expansion is expected to create new business opportunities but will also require significant workforce planning to ensure the company can support its growth.</p> <p>The CEO of GlobalSoft, Rahul Singh, has set a goal to increase revenue by 25% over the next three years. To achieve this, the company will need to hire and develop talent to support its product development, sales, and customer support functions in the Asia-Pacific region. However, GlobalSoft has faced recent challenges with high employee turnover, skill shortages in key technical areas, and a lack of leadership depth in its middle management ranks.</p> <p>Rahul Singh has tasked the HR team with creating a <b>comprehensive talent planning process</b> to address these issues and support the company's growth strategy. The HR team must not only focus on recruiting new talent but also on developing internal employees for leadership roles and ensuring that the workforce is adaptable to the rapidly evolving technology landscape.</p> <p>Key points the HR team must consider include:</p> <ul style="list-style-type: none"> <li>• Identifying the number and types of roles needed over the next three years.</li> <li>• Developing a pipeline of leaders to fill key roles as the company expands.</li> <li>• Understanding the current workforce's capabilities and where there are gaps that need to be filled through training or recruitment.</li> <li>• Creating development programs to upskill current employees, especially in technical areas and leadership skills.</li> <li>• Reducing turnover, particularly in critical roles, and ensuring high performers are retained.</li> </ul> <p>GlobalSoft's leadership has asked for a detailed plan that includes strategies for attracting, developing, and retaining the talent needed for the company's ambitious growth targets.</p> <p><i>Q. Based on the case, outline a talent planning process for GlobalSoft Solutions that addresses the company's expansion goals and current challenges. What key steps would you include, and why?</i></p>	15
Q3.	<p>BrightWave Technologies, a mid-sized tech firm specializing in AI-powered data solutions, is planning to expand its operations across several cities in India. Over the next six months, the company aims to hire 100 new employees across various functions, with a strong focus on filling roles in data science, AI development, and sales.</p> <p>The company prides itself on fostering a collaborative and innovative culture. BrightWave is looking for candidates who not only possess strong technical skills but also demonstrate creativity, adaptability, and the ability to work well in teams. Many</p>	15

	<p>of the current employees are young professionals who thrive in a dynamic and flexible work environment.</p> <p>Given the urgent need to fill these positions, the HR team is tasked with designing an effective recruitment and selection strategy. The team has decided to focus on hiring for two critical roles first: Data Scientist and Sales Manager. Both roles require individuals who are highly skilled in their respective fields but possess very different competencies and experiences.</p> <p>For the Data Scientist position, BrightWave is seeking candidates with strong analytical abilities, advanced programming skills, and hands-on experience in handling large datasets. Candidates must be proficient in Python, machine learning algorithms, and data visualization tools. The ideal candidate will have at least three years of experience in the industry.</p> <p>For the Sales Manager role, the focus is on finding candidates who have proven success in client relationship management, sales strategy, and business development in the tech sector. Strong interpersonal communication skills, negotiation ability, and a track record of exceeding sales targets are crucial for this position.</p> <p>The HR team is aware that each role will likely require different recruitment sources and selection methods. They are currently exploring various recruitment channels and considering how to design a selection process that ensures a strong job-person fit for both positions.</p> <p>i) <b><i>Identify suitable recruitment sources for the Data Scientist and Sales Manager positions at BrightWave Technologies. Justify why these sources are appropriate for each role.</i></b></p> <p>ii) <b><i>Design a selection process for the Data Scientist position, outlining the steps from initial candidate screening to final selection. What assessment methods would you recommend, and why?</i></b></p>	
Q4.	<p>Zenith Solutions, a mid-sized IT consulting firm, conducts annual performance appraisals for all its employees. The process involves supervisors rating their team members across several criteria, including technical skills, problem-solving abilities, communication, and teamwork. Feedback is also collected from multiple sources, including peers, subordinates, and supervisors.</p> <p>Rohit, a project manager, is responsible for evaluating five of his team members. One of them, Priya, has consistently met her targets and has a good rapport with her teammates. However, due to an unfortunate project delay, Rohit's stress levels have been high, and he has been taking shortcuts in the appraisal process.</p> <p>For Priya, Rohit gave ratings mostly based on her recent project performance, which was affected by external factors like vendor delays—resulting in a lower rating than usual. He overlooked her overall contributions for the year and allowed personal biases related to his current workload to influence his judgment.</p> <p>Meanwhile, another employee, Rakesh, who is always punctual and polite but consistently underperforms in technical tasks, received a high rating from his peers,</p>	15

	<p>which Rohit accepted without further analysis. This was because Rohit didn't want to confront Rakesh or create tension in the team.</p> <p>After the appraisals, Priya expressed disappointment with her review, feeling that it didn't reflect her year-long efforts. She requested a follow-up meeting to discuss her ratings.</p> <p><i>i) Identify the appraisal method used by Zenith Solutions and describe its strengths and weaknesses in the context of the case.</i></p> <p><i>ii) What are the potential pitfalls that Rohit has fallen into during the performance appraisal process?</i></p>	
Q5.	<p>Short Notes (any one)</p> <p>a) Job Design</p> <p>b) Traditional HRM vs. Conventional HRM</p>	5