

K. J. Somaiya Institute of Management Studies & Research

Program: MHRDM 2017-20 Semester 11

Subject: Human Resources Management

Maximum Marks:50

Duration: 3 hours

Date: 12th April 2018

Instructions:

- **Answer any 5 questions**
- **Each Question carries 10 marks**
- **Answers should be precise and may not exceed more than 4 pages for any question**

Questions 1. Zen Networks Ltd is a Large company . It is having high attrition in the first year of employees joining of its Management team . The HR head of your Institution is seeking your view to improve the process of selection of young managers in your Company . Kindly make a proposal so that the process can be improved including the Interview process too.

Question 2. Your Company's Management Board has got an approval for expansion of its operation on an all india basis as a result of which its manpower will be going up from 1000 to 1500 in the next 5 years in the following levels, top mgt 100 to 200, Sr mgt from 200-300 , middle mgt from 300-400 and junior mgt from 400 -600 . Please prepare an Executive Note on Planning manpower hiring with a time frame of 6 months so that it can start operations by 1st October 2017. You may make assumptions when making your note . Please state the assumptions clearly .

Question 3. Kindly evaluate your Company's Performance Management system- its strengths and areas which can be improved for effectiveness . Prepare an Executive note based on the class discussions and learning so an effective Performance Management system and Appraisal can be implemented keeping the system E- Based . If there is no system in your organization then prepare the executive note to recommend one as stated above .

Question 4. Your Management has asked an external consultant to study the compensation levels across various levels which are not in line with the market and has asked you since you are sufficient knowledge being a senior functionary , to guide them in formulating to compensation policy for the Company in view of the expansion. What will be your thoughts, principles and practices on this, so that the consultants can work towards evolving a good compensation policy and plan ?

Question 5. Abacus Ltd is a company having its HO in Mumbai and branches across the major metropolis in India. The staff have decided to form a Union and have made a representation to your management to discuss with the Union regarding wages , working conditions etc. Since you are a senior functionary in the company the Management has asked to suggest how to go about so that the operations are uninterrupted, very productive and

peaceful so that business outcomes are ensured on a long term basis .Kindly evaluate all aspects to advise the Management based on the learning in the class .

Question 6. Refer to Question 2 .In the yearly review of your business , The top management has expressed a concern that with the growth envisaged over the next 5 years , the Company may face a challenge of havng right people in various key positions in Operations , IT and Finance and therefore ask you to make a proposal for providing a opportunity to internal talent and plan for succession . How would you go about identifying this and ensuring the right competencies are in place.You may make whatever realistic assumptions you deem fit based on the class discussions.
