

Duration: 2 Hours

Max Marks: 80

Q1. (Total 8 marks)

BlueNova Technologies is a mid-sized software company growing rapidly. The company is struggling with employee retention, low morale, and skill mismatches. Management realizes they have been focusing only on output, ignoring employee development, motivation, and strategic HR planning. They hire an HR consultant to redesign their HR function in alignment with business goals. (1*4 marks)

1. Based on the case, one key objective of HRM for BlueNova should be to:
 - a. Lay off underperformers quickly
 - b. Maximize the use of machinery
 - c. Align human resource policies with business goals
 - d. Increase employee workload
2. To address the morale and retention issues, the HR consultant should focus on which objective of HRM?
 - a. Reducing employee engagement
 - b. Enhancing employee motivation and satisfaction
 - c. Encouraging internal competition
 - d. Minimizing communication with staff
3. Skill mismatch indicates that BlueNova needs to focus on the HRM objective of:
 - a. Employee punishment
 - b. Performance-based layoffs
 - c. Training and development
 - d. Outsourcing HR entirely
4. HRM supports the organization's success by managing:
 - a. Only legal obligations
 - b. Fixed assets
 - c. Human capital
 - d. Competitors
5. Classify the following. (1*4 marks)

1. Insurance	
2. Club membership	
3. Recognition of merit	
4. Company car	

Q 2 A i) Write Key result areas (2 KRAs) for the position given below. Also specify the target/metric and the weightage for each (4 marks)

- a) Customer Sales and Service Executive

Q 2 A ii) Which method of training will you use to effectively train the following positions? Explain a) Restaurant Manager b) A Production Engineer c) Service staff at Star Bucks d) An HR Manager (4 marks)

Q 3 A i) A fast-growing logistics company is expanding into three new cities over the next six months. The HR team is unsure how many employees will be needed and in what roles. What forecasting methods should the HR team use in manpower planning to ensure the right number of employees are hired at the right time? (8 marks)

Q 3 A ii) A startup needs to fill multiple positions quickly after receiving investor funding. However, their recruitment process is unstructured and inconsistent. What structured recruitment process should the startup adopt to ensure effective and efficient hiring? (8 marks)

Q 4. A i) A newly created role of "Remote Collaboration Manager" at a multinational company lacks clarity in responsibilities and required competencies. How should HR conduct a job analysis to define the job description and specification for this role? (8 marks)

Q 4. A ii) Tech startup with 30 employees has no formal HR department. Hiring, payroll, and performance issues are handled by the CEO and project leads. Recently, employee turnover has increased, and team morale is dropping. How could a dedicated HR function help resolve these issues? Discuss the importance of HRM in supporting organizational growth and employee satisfaction. (8 marks)

OR

Q 4 A iii) A bank wants to train its employees on cybersecurity practices but has limited in-house training resources. What training methods would be most suitable in this context, and why? How would you evaluate the effectiveness of the training? (8 marks)

Q 4 A iv) BrightView Consulting is introducing a new appraisal method to improve leadership development. Instead of only supervisor evaluations, employees will now receive feedback from peers, subordinates, and clients. Managers are skeptical, fearing conflict or manipulation in the process. What type of appraisal method is BrightView introducing? Describe its key features. What are the potential benefits and challenges of using 360-degree feedback in a consulting environment? (8 marks)

Q 5. Answer **ANY FOUR** of the following:
marks)

(Total 32

- i. A competitor poaches several engineers from a tech firm, offering higher salaries and better perks. Internal employees feel underpaid. How should the firm redesign its compensation strategy to retain talent and remain competitive? Describe the components of the compensation structure and the other benefits you may choose to offer. (8 marks)
- ii. A telecom company launched a leadership training program, but six months later, there's little evidence of improved managerial effectiveness. What stages of the training and development process might have been overlooked? How can the company evaluate the effectiveness of its training programs using Kirkpatrick's four levels of evaluation? (8 marks)
- iii. A multinational manufacturing firm is entering a new market. While the marketing and operations strategies are in place, the leadership hasn't involved HR in the strategic planning. Why should HR be involved in the organization's strategic decisions? How can strategic HRM contribute to long-term business success in this context? (8 marks)
- iv. A good succession plan can help identify the next generation of leaders, provide seamless transition and increase retention. You are required to create a succession plan for your

organisation. How would you go about it. Describe the process and the evaluation tools you will use. (8 marks)

- v. There is an ongoing tussle between management and the workers over extra working hours as employees are unhappy with the management decision of asking them to work longer without additional compensation. For smooth functioning of the organisation, it is important to have harmony between both parties. As an advisor how serious do you think this Industrial Relations situation is? What can it lead to? Present your analysis. What tactics can help the employees/ Union to resolve the issue? Name and explain the tactics (8 marks)