

MBAH 201

Second Semester MBA Degree Examination, Nov/Dec 2024
BUSINESS ADMINISTRATION
HUMAN RESOURCE MANAGEMENT

Time: 3 Hours

Max. Marks: 70

Section – A
(Compulsory)

Answer to the question should not exceed six pages.

(1X15=15)

1. "Performance Appraisal is not merely for appraisal but is for accomplishment and improvement of performance". Explain.

Section – B

Answer any five questions. Each Question carries eight marks. Answer to the question should not exceed 5 pages.

(5X8=40)

2. Evaluate the different forms of employee compensation for executives.
3. Explain why performance management is important in accomplishing organisational goals.
4. Explain the importance of training & development. Further describe the need for evaluation of training program.
5. Elaborate the need for and implications of labour legislations.
6. Bring out the various models of Human Resource Management and their key features.
7. Describe the significance and importance of Global Human Resource Management.
8. Explain the benefits and limitations of Career planning and development.

Section – C
(Compulsory)

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Answer to this question should not exceed 6 pages

(1X15=15)

9. Green Tech Corp, a leading company in renewable energy solutions, employs over 12,000 people across 20 countries. Despite its market success and innovative advancements, GreenTech faced significant HR challenges that impacted its growth and employee satisfaction. High employee turnover, inconsistent performance management, low engagement levels, and outdated recruitment processes were the main issues threatening the company's sustainability and effectiveness.

Before the HR transformation, GreenTech's HR practices were decentralized and varied significantly across its global offices. Performance evaluations were irregular, subjective, and lacked a structured framework, leading to dissatisfaction

among employees. The company also struggled with retaining top talent, experiencing high turnover rates that affected team productivity and morale. The recruitment process was slow and inefficient, causing delays in filling critical positions and impacting project timelines. Additionally, there was a notable lack of continuous learning and development opportunities, hindering employees' career growth and skill enhancement. Recognizing the urgent need for change, GreenTech's HR department devised a comprehensive transformation plan with the primary objectives of standardizing HR practices, enhancing employee engagement, streamlining recruitment processes, and implementing a robust performance management system.

The performance management system was overhauled to include setting SMART goals (Specific, Measurable, Achievable, Relevant, Time-bound) for all employees, ensuring alignment with the company's strategic objectives. Regular performance reviews were instituted, with quarterly feedback sessions to provide continuous guidance and support. A formal recognition and rewards program was established to acknowledge high performers and motivate employees. To boost employee engagement, GreenTech launched several initiatives. Regular employee surveys were conducted to gauge satisfaction and gather feedback, which informed HR policies and practices. Team-building activities and company-wide events were organized to foster a collaborative culture. Wellness programs were introduced to support employees' physical and mental well-being. An employee recognition platform was developed, allowing peers and managers to publicly acknowledge contributions and achievements.

The recruitment process was revamped to be more efficient and candidate-friendly. GreenTech adopted an applicant tracking system (ATS) to manage applications and streamline the hiring process. Virtual interviews and assessments were utilized to expedite recruitment. A structured onboarding program was developed to ensure new hires integrated quickly and effectively, with clear guidance on company culture, values, and expectations.

GreenTech placed a strong emphasis on continuous learning and development. A new learning management system (LMS) was implemented, offering a wide range of online courses, workshops, and leadership development programs. Employees were encouraged to create personalized development plans, supported by regular mentorship and coaching sessions. This focus on development aimed to enhance employees' skills and prepare them for future leadership roles.

The HR transformation at GreenTech yielded significant positive outcomes. The standardized performance management system improved fairness and transparency in evaluations, boosting employee morale and productivity. Employee engagement scores saw a marked increase, with higher participation in surveys and feedback mechanisms. The revamped recruitment process reduced time-to-hire and improved the quality of new hires, contributing to lower turnover rates. The focus on learning and development resulted in enhanced skill levels and career advancement opportunities for employees.

The comprehensive HR transformation at GreenTech successfully addressed critical HR challenges, leading to improved employee satisfaction, retention, and overall organizational effectiveness. By standardizing HR practices, leveraging technology, and fostering a culture of continuous improvement, GreenTech positioned itself for sustained growth and success in the competitive renewable energy industry.

Questions:

- a) What were the main HR challenges faced by GreenTech Corp before the transformation initiative?
- b) How did the implementation of SMART goals and regular performance reviews improve the performance management system at GreenTech?
- c) What specific employee engagement initiatives were introduced, and what impact did they have on employee satisfaction and morale?
- d) In what ways did leveraging technology streamline the recruitment and onboarding processes at GreenTech?
- e) How did the emphasis on continuous learning and development contribute to enhancing employee skills and career growth at GreenTech?

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