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| CMR INSTITUTE OF TECHNOLOGY | | USN | | | | | |  | | | |
| Internal Assessment Test - 1 | | | | | | | | | | | |
| Sub: | Human Resource Management – SET 3 | | | | | | Code: | 22MBA21 | | | |
| Date: | 28-08-2024 | Duration: | 90 mins | Max Marks: | 50 | Sem: | I | Branch: | MBA | | |
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| Part A - Answer Any Two Full Questions (2* 20 = 40 marks) | | | | | | | | | | | |
| 1 (a) | Mention six factors, which influence Human Resource Management. | | | | | | [03] | | | | |
| <p>Answer:</p> <p>Top Factors Affecting Human Resource Management</p> <ol style="list-style-type: none"> 1. Implementation of Technology. 2. The Work Environment. 3. Availability of Good Talent. 4. Training and Development. 5. government policies 6. technological advancements, and the business environment | | | | | | | | | | | |
| (b) | Examine the various external and internal factors that affect HRM. | | | | | | [07] | | | | |
| <p>Answer:</p> <p>Human Resource Management (HRM) is influenced by both external and internal factors, which affect how organizations manage their employees.</p> <p>External Factors Affecting HRM</p> <ol style="list-style-type: none"> 1. Economic Conditions: <ul style="list-style-type: none"> ○ Economic factors like inflation, recession, and economic growth affect HR decisions on recruitment, compensation, and retention. During downturns, HR might implement cost-cutting measures such as layoffs or salary freezes, whereas in prosperous times, they may focus on talent acquisition and development. 2. Legal and Regulatory Framework: <ul style="list-style-type: none"> ○ Labor laws, employment standards, health and safety regulations, and anti-discrimination laws require HR to ensure compliance in hiring, wages, working conditions, and employee relations. Non-compliance can lead to legal penalties and damage to the organization's reputation. 3. Technological Advances: <ul style="list-style-type: none"> ○ Emerging technologies like AI, automation, and digital platforms influence HR practices, requiring new strategies for employee training, remote work management, and recruitment through digital tools. HR must manage technological change and ensure employees | | | | | | | | | | | |
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have the necessary skills.

4. Social and Cultural Changes:

- Changing societal values, such as increasing demand for work-life balance, diversity, and inclusion, impact HR policies on flexible work arrangements, equality in the workplace, and diversity management. HR must adapt to societal trends to attract and retain talent.

5. Globalization:

- Operating in a global market exposes HR to different cultural values, labor laws, and economic conditions. HR must manage diverse and geographically dispersed workforces, aligning international HR practices while respecting local norms and regulations.

6. Labor Market Conditions:

- The availability of skilled labor, unemployment rates, and competition for talent affect recruitment strategies, wage levels, and employee benefits. In tight labor markets, HR must offer competitive compensation and development opportunities to attract top talent.

Internal Factors Affecting HRM

1. Organizational Culture:

- The company's values, mission, and workplace environment shape HR's approach to managing employees. HR policies, performance management, and employee engagement strategies must align with the organizational culture to foster loyalty and productivity.

2. Business Strategy:

- Whether a company focuses on innovation, cost leadership, or differentiation, the HRM function needs to support this strategy. For instance, if the business strategy emphasizes innovation, HR will prioritize hiring creative and skilled employees, and invest in continuous learning and development.

3. Workforce Demographics:

- The age, gender, education, and cultural diversity of the workforce affect HR decisions on benefits, training, and career development. A multigenerational workforce, for example, may require different engagement and benefit strategies to meet the varying needs of employees.

4. Organizational Structure:

- The way an organization is structured (hierarchical vs. flat) influences HR roles such as decision-making processes, communication, and delegation of responsibilities. HR must tailor its practices based on how departments and teams are organized.

5. Leadership Style:

- The management's leadership approach (e.g., autocratic, democratic, or transformational) plays a role in employee relations, motivation, and performance management. HR must align its practices with leadership styles to ensure a coherent employee experience.

6. Technological Infrastructure:

- The internal technological capacity of an organization, such as HR information systems (HRIS), affects HR operations, enabling

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| | <p>automation of payroll, recruitment, and performance evaluations. A strong technological foundation allows HR to operate more efficiently.</p> | | | |
| (c) | <p>Critically review the essential competencies that HR professionals must possess to carry out their functions effectively.</p> <p>Answer:</p> <p>Human Resource (HR) professionals play a crucial role in managing an organization’s workforce and aligning HR strategies with business goals. To perform their functions effectively, HR professionals must possess a set of essential competencies, which can be broadly classified into technical, interpersonal, and strategic skills.</p> <p>Essential Competencies for HR Professionals:</p> <ol style="list-style-type: none"> 1. Talent Management and Acquisition Skills: <ul style="list-style-type: none"> ○ HR professionals must have expertise in recruitment, selection, onboarding, and workforce planning. They need to effectively source and attract the right talent while considering long-term workforce needs and company culture. ○ Recruiting the right people ensures that the organization has the skills and abilities necessary to achieve its goals. 2. Employee Relations and Communication Skills: <ul style="list-style-type: none"> ○ Strong interpersonal communication and conflict resolution skills are necessary to manage relationships between employees and the organization. HR professionals must mediate disputes, maintain a positive work environment, and handle employee grievances effectively. ○ Effective communication builds trust and promotes a healthy work environment, essential for employee satisfaction and retention. 3. Knowledge of Labor Laws and Compliance: <ul style="list-style-type: none"> ○ HR professionals must have a deep understanding of employment laws and regulations (e.g., labor standards, anti-discrimination laws, occupational safety). They should ensure compliance in all HR activities to avoid legal issues. ○ Compliance with legal frameworks protects the organization from lawsuits, fines, and reputational damage. 4. Compensation and Benefits Management: <ul style="list-style-type: none"> ○ HR professionals should have knowledge of compensation structures, benefits packages, and reward systems. They need to design competitive compensation programs that attract and retain employees while being cost-effective for the organization. ○ Fair and competitive compensation ensures employee motivation, retention, and organizational loyalty. 5. Change Management and Adaptability: <ul style="list-style-type: none"> ○ HR professionals need to manage organizational change effectively by implementing new systems, restructuring teams, and supporting employees through transitions. Being adaptable and flexible is critical in today’s fast-paced business environment. | [10] | | |
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| | <ul style="list-style-type: none"> ○ Change management skills help HR guide employees through periods of transformation and ensure business continuity. <p>6. Strategic Thinking and Business Acumen:</p> <ul style="list-style-type: none"> ○ HR professionals must align HR strategies with overall business objectives, understand key business drivers, and contribute to long-term organizational success. This requires strong analytical skills, market awareness, and the ability to link HR initiatives with business outcomes. ○ Strategic HR management ensures that the workforce is aligned with the company's vision, improving organizational performance. <p>7. Leadership and Influencing Skills:</p> <ul style="list-style-type: none"> ○ HR professionals must be capable leaders, able to influence both employees and senior management. They should drive organizational culture, guide decision-making, and serve as role models for ethical behavior. ○ Leadership and influence are essential for HR to shape corporate culture and to drive initiatives that enhance workforce engagement and productivity. <p>8. Learning and Development:</p> <ul style="list-style-type: none"> ○ HR professionals should design and implement training programs that foster employee development, upskilling, and career growth. Understanding adult learning principles and evaluating training effectiveness is vital. ○ Ongoing employee development helps improve skills, productivity, and job satisfaction, leading to improved organizational performance. <p>9. Diversity and Inclusion Management:</p> <ul style="list-style-type: none"> ○ HR professionals must champion diversity and inclusion (D&I) initiatives to create an equitable workplace where employees from different backgrounds can thrive. This requires cultural competence and an understanding of D&I best practices. ○ A diverse and inclusive workforce drives innovation, improves decision-making, and enhances organizational reputation. <p>10. Emotional Intelligence (EQ):</p> <ul style="list-style-type: none"> • Emotional intelligence involves understanding and managing one's own emotions while being sensitive to the emotions of others. HR professionals need to empathize with employees, foster positive relationships, and handle delicate situations with tact. • High emotional intelligence helps HR professionals navigate complex interpersonal dynamics, boost employee morale, and maintain a positive organizational climate. <p>11. Data-Driven Decision Making and HR Analytics:</p> <ul style="list-style-type: none"> • HR professionals should be able to analyze data related to employee performance, engagement, and retention to make informed decisions. Proficiency in HR analytics tools helps in measuring the impact of HR strategies and identifying areas for improvement. • Data-driven HR management allows for more effective workforce planning, improving overall productivity and reducing turnover rates. | | | |
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| | <p>12. Technology Proficiency:</p> <ul style="list-style-type: none"> • With the rise of HR technology platforms, HR professionals must be familiar with digital tools for recruitment, performance management, payroll, and employee engagement. Automation and HR Information Systems (HRIS) are critical to efficient HR operations. • Technology proficiency ensures HR professionals can streamline processes, enhance productivity, and improve the employee experience. | | | |
| 2 (a) | <p>Explain Delphi technique in HR demand forecasting.</p> <p>Answer:</p> <p>The Delphi method uses multiple rounds of questionnaires sent to a panel of experts to work toward a mutual agreement or consensus opinion. The participants modify their responses based on the information brought forth by other experts participating in the analysis.</p> | [03] | | |
| (b) | <p>Analyze the various types of recruitment methods and evaluate their effectiveness</p> <p>Answer:</p> <p>Recruitment is a critical process for organizations to attract and hire the right talent. Various recruitment methods are used, each with distinct advantages and limitations.</p> <p>Here's an analysis of the most common recruitment methods and an evaluation of their effectiveness:</p> <p>1. Internal Recruitment</p> <p>Description: Internal recruitment involves filling job vacancies with existing employees through promotions, transfers, or internal job postings.</p> <p>Advantages:</p> <ul style="list-style-type: none"> • Cost-Effective: No advertising or recruitment agency fees. • Motivates Employees: Offers career advancement opportunities, leading to higher employee morale. • Faster Process: The candidates are already familiar with the company's culture, processes, and goals, reducing training time. <p>Disadvantages:</p> <ul style="list-style-type: none"> • Limited Talent Pool: Reduces the influx of new ideas and skills since candidates come from within the organization. • Potential Conflict: May create internal competition or resentment if some employees feel passed over for promotions. <p>Effectiveness: Internal recruitment is highly effective for fostering employee loyalty and retaining institutional knowledge. However, it may not always bring</p> | [07] | CO2 | L2 |
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fresh perspectives needed for innovation and change.

2. External Recruitment

Description: This involves hiring candidates from outside the organization using job postings, recruitment agencies, campus hiring, or online platforms.

Advantages:

- **Wider Talent Pool:** Brings new talent, ideas, and skills into the organization.
- **Diversity:** Allows for a more diverse workforce in terms of skills, backgrounds, and experiences.
- **Innovation:** External recruits may offer fresh insights and help solve problems in innovative ways.

Disadvantages:

- **Costly and Time-Consuming:** Posting jobs, conducting interviews, and onboarding external candidates can be expensive and take longer.
- **Cultural Fit Uncertainty:** External hires may take time to adapt to the company culture or may not fit as well as internal candidates.

Effectiveness: External recruitment is effective when the organization needs specialized skills or new ideas. However, the costs and risk of poor cultural fit can be significant.

3. Employee Referrals

Description: Employee referral programs encourage current employees to refer qualified candidates from their personal or professional networks.

Advantages:

- **Cost-Efficient:** Referral programs often cost less than external recruitment methods.
- **Higher Quality Hires:** Employees tend to refer people they know will fit the company culture and perform well.
- **Faster Hiring:** Since the referred candidates are often pre-vetted by employees, the recruitment process can be quicker.

Disadvantages:

- **Potential for Bias:** Referrals may limit diversity if employees only refer candidates with similar backgrounds or characteristics.
- **Risk of Conflict:** If the referred employee doesn't perform well, it may affect the relationship with the referring employee.

Effectiveness: Employee referrals are highly effective in producing quality hires quickly and cost-effectively, but organizations must ensure they maintain diversity

and avoid biases.

4. Online Recruitment (Job Portals and Social Media)

Description: Posting job openings on online job portals (e.g., LinkedIn, Indeed, Glassdoor) or using social media (e.g., Twitter, Facebook) to attract candidates.

Advantages:

- **Broad Reach:** Access to a vast audience, both locally and globally.
- **Efficient:** Online platforms allow for easy filtering of resumes and automation of the hiring process.
- **Cost-Effective:** Posting jobs online is often less expensive than traditional recruitment methods like print advertising.

Disadvantages:

- **High Volume of Applications:** Online job postings can attract a large number of applicants, many of whom may be unqualified, requiring significant time and effort to screen.
- **Lack of Personalization:** Automated systems may miss qualified candidates who don't meet specific keywords or filters.

Effectiveness: Online recruitment is very effective for reaching a large pool of candidates quickly, but HR departments need strong systems in place to manage and filter applications efficiently.

5. Recruitment Agencies and Headhunters

Description: Recruitment agencies and headhunters specialize in finding and vetting candidates for specific roles, especially for high-level or specialized positions.

Advantages:

- **Access to Specialized Talent:** Recruitment agencies often have access to niche talent pools, which can be critical for filling specialized or executive positions.
- **Saves Time:** Agencies handle most of the recruitment process, including screening, interviews, and background checks.

Disadvantages:

- **Costly:** Agencies typically charge a fee, often a percentage of the hire's salary.
- **Limited Control:** Outsourcing recruitment may lead to a disconnect between the agency's process and the company's culture or needs.

Effectiveness: Recruitment agencies are highly effective for filling specialized or high-level roles, though they may be too expensive for more common positions or small businesses.

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| | <p>6. Campus Recruitment</p> <p>Description: This method targets fresh graduates by conducting job fairs and campus interviews at universities and colleges.</p> <p>Advantages:</p> <ul style="list-style-type: none"> • Access to Young Talent: Provides a pipeline of entry-level talent, often eager to learn and grow with the company. • Employer Branding: Building a presence on campuses can strengthen an organization’s brand as an employer of choice. <p>Disadvantages:</p> <ul style="list-style-type: none"> • Limited Experience: Candidates are typically recent graduates with little work experience, requiring significant training. • Seasonal Process: Campus recruitment tends to happen at specific times of the year, making it less flexible for ongoing needs. <p>Effectiveness: Campus recruitment is effective for building a long-term talent pipeline but requires investment in training and development programs for new hires.</p> | | | |
| (c) | <p>Analyze the top six emerging trends in HR recruitment and evaluate their potential impact on the recruitment process.</p> <p>Answer:</p> <p>The top six emerging trends in HR recruitment and their potential impact on the recruitment process:</p> <ol style="list-style-type: none"> 1. Artificial Intelligence (AI) and Automation in Recruitment 2. Data-Driven Recruitment and Predictive Analytics 3. Remote and Virtual Recruitment 4. Employer Branding and Recruitment Marketing 5. Diversity, Equity, and Inclusion (DEI) in Recruitment 6. Gig Economy and Contingent Workforce Recruitment <p>These emerging trends are transforming HR recruitment by making the process more efficient, data-driven, and inclusive. AI and automation streamline the hiring process, while data-driven recruitment provides actionable insights. Remote hiring and the gig economy expand access to talent globally, and a focus on DEI enhances diversity and innovation within organizations. Employer branding ensures organizations attract and retain talent aligned with their values.</p> <p>The impact of these trends will continue to shape the future of recruitment, requiring HR professionals to adapt and embrace technology while ensuring human-centric approaches remain at the core of their practices.</p> | [10] | | |
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| 3 (a) | What are different types of internal mobility in HRM? | [03] | CO5 | L1 |

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| | <p>Answer:</p> <p>Internal mobility refers to the movement of employees within an organization, either horizontally (across different roles or departments) or vertically (in terms of promotions or career advancements). It is a critical component of talent management in Human Resource Management (HRM) that helps retain and develop existing employees by offering career growth and skill-building opportunities. Below are the main types of internal mobility in HRM:</p> <ol style="list-style-type: none"> 1. Promotions 2. Lateral Moves (Transfers) 3. Job Rotations 4. Demotions 5. Temporary Assignments (Secondments) | | | |
| (b) | <p>Analyze the challenges and opportunities presented by managing a multi-generational workforce.</p> <p>Answer:</p> <p>Managing a multi-generational workforce—comprising employees from different age groups and generational backgrounds—presents both challenges and opportunities for organizations. Generations often exhibit distinct characteristics, work styles, and expectations, and understanding these nuances is essential for effective human resource management. Below is an analysis of the challenges and opportunities presented by managing a multi-generational workforce:</p> <p>Challenges of Managing a Multi-Generational Workforce</p> <p>1. Different Communication Styles</p> <p>Each generation may prefer different communication methods. For example, Baby Boomers and Generation X may prefer face-to-face or email communication, while Millennials and Generation Z tend to favor instant messaging platforms or collaborative tools like Slack or Zoom.</p> <ul style="list-style-type: none"> • Challenge: Miscommunication or misunderstandings can arise if there isn't a common platform or approach that suits everyone. • Solution: Implementing a diverse communication strategy that includes both traditional and digital methods can bridge generational gaps. <p>2. Varying Technological Adaptation</p> <p>Older generations like Baby Boomers may find it challenging to adapt to rapid technological changes, while younger generations like Millennials and Gen Z are often digital natives.</p> <ul style="list-style-type: none"> • Challenge: Differences in technological proficiency can lead to frustration | [07] | | CO5 L5 |

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| | <p>and inefficiency, particularly in tech-driven work environments.</p> <ul style="list-style-type: none"> • Solution: Offering training programs for those less familiar with new technologies while allowing tech-savvy employees to take on leadership roles in digital transformation projects can balance skill gaps. <p>3. Divergent Work Expectations</p> <p>Generations have different expectations regarding work-life balance, job security, and career advancement. For example, Baby Boomers may value job stability, while Millennials and Gen Z may prioritize work-life balance, flexibility, and meaningful work.</p> <ul style="list-style-type: none"> • Challenge: Balancing the needs and preferences of multiple generations can create tension, particularly around policies like remote work, performance reviews, and promotions. • Solution: Creating flexible work policies that accommodate diverse needs (e.g., offering both remote and in-office options, individualized career development plans) can help meet varied expectations. <p>4. Potential for Inter-Generational Conflict</p> <p>Generational differences in attitudes toward work ethic, authority, and career goals can lead to conflict in the workplace. Older generations may perceive younger workers as entitled or impatient, while younger workers may view their seniors as resistant to change.</p> <ul style="list-style-type: none"> • Challenge: Conflicts may arise from generational stereotypes or differing work styles, leading to reduced team cohesion. • Solution: Encouraging open dialogue, fostering mentorship programs, and educating employees about the value of diversity can help bridge these gaps and reduce inter-generational friction. <p>5. Different Learning and Development Preferences</p> <p>Older generations may prefer structured learning environments like workshops or seminars, while younger employees may prefer online learning platforms and quick, on-demand content.</p> <ul style="list-style-type: none"> • Challenge: Providing training and development that caters to all learning preferences can be difficult. • Solution: Offering a blend of traditional and digital learning methods, such as in-person training, e-learning modules, and peer-to-peer mentoring, can address these varying preferences. | | | |
| (c) | <p>How can organizations leverage people analytics to improve recruitment, employee engagement, and overall organizational effectiveness?</p> <p>Answer:</p> <p>Organizations can leverage people analytics (also known as HR analytics) to make data-driven decisions that enhance recruitment, employee engagement, and overall</p> | [10] | CO5 | L3 |

organizational effectiveness. People analytics involves collecting, analyzing, and interpreting data related to employees to improve talent management and business outcomes. Here's how it can be used across these key areas:

1. Improving Recruitment

People analytics can significantly enhance recruitment by providing insights into candidate behaviors, optimizing hiring processes, and predicting candidate success. Key applications include:

a. Identifying Ideal Candidate Profiles

- **Use:** By analyzing historical data on successful hires, people analytics can help HR teams identify patterns and characteristics that correlate with high performance, such as specific skills, experience, or cultural fit.
- **Impact:** This allows recruiters to focus on candidates who are more likely to succeed, reducing the time-to-hire and improving the quality of hires.
- **Example:** A company might use data to identify that employees with certain certifications and work experience have higher success rates in specific roles, and then target candidates with these qualifications.

b. Enhancing Candidate Sourcing

- **Use:** Analytics tools can analyze which recruitment channels (e.g., job boards, referrals, social media) produce the best candidates in terms of retention and performance.
- **Impact:** This helps optimize spending on recruitment advertising and improves the efficiency of sourcing by focusing on the most effective channels.
- **Example:** If analytics show that candidates from referral programs have a 20% higher retention rate, the organization can invest more in referral bonuses and initiatives.

c. Predicting Candidate Success and Fit

- **Use:** Predictive analytics can evaluate candidates' potential for long-term success by analyzing attributes like cognitive abilities, behavioral assessments, and previous job performance.
- **Impact:** Reduces the risk of poor hires by focusing on candidates who are likely to perform well and align with the company's culture.
- **Example:** Predictive analytics tools may suggest that candidates who excel in problem-solving assessments are likely to succeed in analytical roles.

d. Reducing Bias in Hiring

- **Use:** People analytics can analyze and flag biased patterns in hiring practices, such as tendencies to favor certain demographics or schools.
- **Impact:** Ensures a more diverse and inclusive hiring process, contributing to better innovation and decision-making.
- **Example:** If the data reveals a bias toward hiring from specific universities,

the organization can widen its recruitment efforts to more diverse sources.

2. Enhancing Employee Engagement

Employee engagement is critical to retention, productivity, and overall organizational success. People analytics can help HR teams measure and improve engagement through the following methods:

a. Measuring Employee Sentiment

- **Use:** Surveys, social media analysis, and other data sources can be analyzed to assess employee satisfaction, motivation, and areas of concern.
- **Impact:** By identifying factors that drive or hinder engagement, companies can take proactive steps to improve the work environment.
- **Example:** If engagement surveys reveal that employees feel disconnected from leadership, the organization can implement more frequent and transparent communication channels.

b. Personalized Engagement Strategies

- **Use:** Analytics can segment the workforce based on factors like tenure, department, or demographics, allowing for tailored engagement initiatives.
- **Impact:** Personalized programs based on specific employee needs lead to higher engagement and retention rates.
- **Example:** A company could use analytics to discover that younger employees value mentorship programs, while more experienced workers prioritize professional development opportunities.

c. Predicting Employee Turnover

- **Use:** Predictive analytics models can analyze factors like job satisfaction scores, performance reviews, and tenure to identify employees at risk of leaving.
- **Impact:** Early identification of potential turnover allows HR to intervene with retention strategies such as career development plans or compensation adjustments.
- **Example:** If data shows that employees who haven't received a promotion after three years are more likely to leave, HR can focus on providing growth opportunities for such employees.

d. Optimizing Recognition and Rewards Programs

- **Use:** Analytics can measure the impact of recognition and rewards programs on employee engagement and morale.
- **Impact:** Data-driven insights can help organizations fine-tune reward programs to better align with what motivates employees.
- **Example:** Analytics might show that public recognition boosts engagement in certain departments, prompting more focus on non-monetary rewards like shout-outs in company meetings.

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| 4 | <p style="text-align: center;">Case Study – S&S HRP</p> <p>S&S Manufacturing Co. is a mid-sized company specializing in producing industrial machinery components. With around 500 employees, the company has experienced steady growth over the past decade. However, as it expanded, S&S faced challenges in aligning its workforce with its business needs, especially in a competitive industry where skilled labor is crucial.</p> <p>As S&S Manufacturing grew, it encountered several HR-related challenges:</p> <ol style="list-style-type: none"> 1. Talent Shortage: The Company struggled to find qualified technical workers and engineers, leading to project delays and increased operational costs. 2. Employee Retention: High turnover rates, especially among younger employees, resulted in the loss of institutional knowledge and increased recruitment costs. 3. Skill Gaps: Technological advancements in manufacturing required new skills that many of Acme’s existing employees did not possess. <p>To address these challenges, S&S realized the need for a strategic approach to Human Resource Management (HRM) planning.</p> <p>Question</p> <p>What essential actions should S&S Manufacturing Co. undertake in developing its HRP to ensure it aligns with the company's long-term strategic objectives and effectively addresses both present and future workforce challenges?</p> <p>Answer:</p> <p>For S&S Manufacturing Co. to ensure its Human Resource Planning (HRP) aligns with the company's long-term strategic objectives and addresses both present and future workforce challenges, several essential actions are necessary. Below is an analysis of these key actions:</p> <p>1. Align HRP with Strategic Objectives</p> <p>HRP should be tightly integrated with the company’s broader business goals to ensure that the workforce supports its long-term vision.</p> <p>Collaborate with senior management to understand and define the company’s strategic goals, such as expansion, innovation, or entering new markets.</p> <p>2. Conduct a Workforce Demand and Supply Forecast</p> <p>S&S Manufacturing Co. must anticipate future workforce needs based on business growth, industry trends, and operational requirements.</p> <p>Use demand forecasting techniques to estimate the number and types of employees needed in the future. This includes identifying future skills,</p> | [10] | CO2 | L6 |

competencies, and workforce sizes.

3. Perform a Skills Gap Analysis

Analyzing current workforce skills and comparing them to future needs is crucial in developing an action plan for addressing gaps.

Conduct a thorough skills inventory to identify existing skills, followed by a gap analysis to pinpoint areas of weakness or under-preparation for future requirements.

4. Develop Succession Planning and Leadership Development Programs

Succession planning ensures that critical roles are filled by qualified individuals, maintaining organizational stability.

Identify key leadership positions and critical technical roles. Develop talent pipelines through leadership development programs, mentorship, and internal training.

5. Implement Flexible and Adaptive Recruitment Strategies

To address both current and future talent shortages, S&S Manufacturing Co. needs agile recruitment practices that can quickly adapt to changing conditions in the labor market.

Use workforce data and people analytics to create a flexible recruitment strategy that targets both permanent and contingent labor, and aligns with future business needs.

6. Embrace Technology and Automation in Workforce Planning

Technology can streamline HR processes and provide actionable insights for more effective planning.

Invest in HR technologies such as people analytics, recruitment automation, and talent management systems to make data-driven decisions regarding workforce planning.

7. Build an Effective Employee Engagement and Retention Strategy

Retaining key talent is as crucial as acquiring new employees. S&S Manufacturing Co. must ensure its employees remain engaged and motivated.

Develop employee engagement programs that address job satisfaction, career development, rewards, recognition, and work-life balance.

8. Implement Training and Development Initiatives

As S&S Manufacturing Co. anticipates future challenges, a focus on continuous

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| <p>employee development is key to staying competitive.</p> <p>Develop robust training programs focused on upskilling and reskilling current employees, particularly in emerging manufacturing technologies.</p> <p>9. Focus on Diversity and Inclusion in HR Planning</p> <p>A diverse workforce leads to better innovation and problem-solving and helps attract a wider pool of talent.</p> <ul style="list-style-type: none"> • Action: Establish recruitment and retention policies that promote diversity, equity, and inclusion, ensuring that hiring practices support a diverse talent pool. • Why: A diverse workforce not only enhances creativity and decision-making but also strengthens the company’s reputation as an inclusive employer. <p>10. Monitor and Adjust the HRP Continuously</p> <p>HR planning is not static; it must be continuously evaluated and adjusted to meet the changing needs of the business and the external environment.</p> <p>Conduct regular reviews of the HRP, using key performance indicators (KPIs) and feedback loops to ensure alignment with business goals.</p> <p>Conclusion</p> <p>For S&S Manufacturing Co. to effectively align its HRP with its long-term strategic objectives, it must take a proactive and data-driven approach. This includes aligning HR initiatives with business goals, forecasting workforce needs, addressing skills gaps, and fostering a culture of engagement and development. By investing in technology and continuously adjusting HR practices, the company can stay competitive and agile in a rapidly evolving industry.</p> | | | |
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| Course Outcomes | | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 | PSO4 |
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| CO1 | Understand and gain practical experience in the field of Human Resource Concepts, functions and theories. | | | 1b | 1c | | 1b 1c | | | |
| CO2 | Acquire conceptual insight of Human Resource and various functions of HR. | 1a | 2a | | 2b 2c | 4 | 1a 2a | 2b 2c 4 | | |
| CO3 | Apply personnel, managerial and welfare aspects of HR. | | | | | | | | | |
| CO4 | Perceive greater understanding about HR practices. | | | | | | | | | |
| CO5 | Perceive knowledge about the future trends in HRM | 3a | | | 3b 3c | | 3a | 3b 3c | | |

| Cognitive level | KEYWORDS |
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| L1 - Remember | list, define, tell, describe, recite, recall, identify, show, label, tabulate, quote, name, who, when, where, etc. |
| L2 - Understand | describe, explain, paraphrase, restate, associate, contrast, summarize, differentiate interpret, discuss |
| L3 - Apply | calculate, predict, apply, solve, illustrate, use, demonstrate, determine, model, experiment, show, examine, modify |
| L4 - Analyze | classify, outline, break down, categorize, analyze, diagram, illustrate, infer, select |
| L5 - Evaluate | asses, decide, choose, rank, grade, test, measure, defend, recommend, convince, select, judge, support, conclude, argue, justify, compare, summarize, evaluate |
| L6 - Create | design, formulate, build, invent, create, compose, generate, derive, modify, develop, integrate |

PO1–Theoretical Knowledge;
PO2–Foster Analytical and Critical Thinking Abilities for data based decision-making;
PO3– Develop Value Based Leadership;
PO4 –Ability to Understand and communicate various business aspects to global;
PO5 – Ability to lead themselves and others in the achievement of organizational goals contributing effectively to a team environment;
PSO1- Comprehend Contemporary features of Business Management Science and its administration
PSO2- Analyze and interpret the dynamic situations for making Business Management strategies
PSO3- Handle responsibility with the ethical values for all actions undertaken by them
PSO4- Adapt and focus on achieving the organizational goal and objectives with complete zeal and commitment.

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