**Strategic HRM**

**Internal Assignment Applicable for June 2020 Examination**

**1. SONA Ltd is a mobile handset manufacturing company from India. Due to tough competition, the company is finding it difficult to survive in the market. Top management is considering downsizing of staff to reduce the increasing cost. Before doing the same, company has asked you to assess the impact of downsizing on organizational performance. You are an HR Director of the company. Assess the impact of downsizing on organizational performance.**

**Answer:**

Most of the organizations, while cutting their costs, attempt to reduce the size of their workforce. Downsizing is one of the defensive strategies an organization can adopt to cut costs or to make the organization more productive and profitable. But the perceived outcomes might not be achieved in all organizations, which attempted to downsize their workforce. Organizations, sometimes, fail to achieve

**2. VICTORY Pvt Ltd is an Edutech company offering online certification programs to college students and corporate employees. The company is planning to set up a performance appraisal system to enhance the performance levels of employees. You are an HR Manager of VICTORY and company management has asked you to identify strategic issues in designing performance appraisal system. (10 Marks)**

**Answer:**

Performance management is a process for setting up a shared understanding of what is to be achieved at an organization level. It involves the alignment of organizational objectives with the individual’s agreed measures, skills, competency requirements, development plans and the delivery of results. The focus is on performance improvement through learning and development in order to achieve the overall

**3. MARKETEX Is an upcoming digital marketing company from Mumbai. Company is going for massive expansion for which more employees need to be selected. Before going for recruitment and selection drive, the company wants you to do the following:**

**a. As an HR Manager, you are asked to identify strategic issues in selection. (5 Marks)**

**b. Which selection tests can be administered during the selection exercise?**

**Answer 3a:**

**Strategic issues in selection:**

**Fluctuating workloads.**

If your company has to deal with seasonal or predictable changes throughout the year, then there is a way to meet demand and control costs. It’s through temporary staffing. Use temporary employees during your peak

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