**Human Resource Management**

**June 2023 Examination**

**Question 1**

**Aldowa is a manufacturing company with 40 years of experience in engineering production and assembly of metal claddings. With PVH, Mercedes Benz and Rabobank among its clients, Aldowa prides itself on delivering value to all its stakeholders, customers or employees. Droste brought Aldowa from its founders in 2007. When Droste acquired the Company, its factory workers were underpaid, and they worked long hours. Moreover, they used equipment that had not been maintained for 12 years. The Company culture was traditional, with a lot of hierarchy and a shared sense of ownership among employees. Droste has appointed you as a CHRO to introduce HR practices (4 HR practices0 focused on creating self-managed teams keeping customer centricity as the primary performance parameter (10 marks)**

**Ans:**

**Introduction**

The Aldowa Company sets the case look offered in question no1. The Aldowa business enterprise is a producing company known to have over 40 years of experience in the engineering production and meeting of steel claddings. PVH, Mercedes Benz, and Rabobank production are regarded to be some of the clients of the Aldowa Company. The Aldowa Company takes pride in turning in fees to all its stakeholders (including employees and customers). Droste introduced Aldowa from its founders in the year 2007. When Droste acquired the company, its factory employees were underpaid, and they worked for long

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**Question 2**

**It has been a year since your organization ABC Ltd introduced a structured performance management system. However, the leadership team has observed that most first-line managers are still not hands-on with this new system. Most managers lack the ability to give constructive feedback- they either shy away from discussing this or put it across very harshly – thus defeating the objective. Also, the focus has been on completing discussions quickly and centred more around the rating and past performance rather than setting SMART goals and a developmental action plan for the forthcoming review period. You have been asked to design a learning intervention to address this issue.**

**Using the ADDIE approach, specify the key questions to be considered during your learning design. (10 marks)**

**Ans:**

**Introduction**

The case study in question no 2 concerns the ABC ltd organization. According to the case examination, it states that ABC employer, for the primary time, added a structured performance control machine. But, in keeping with the employer's supervisor, it has been discovered that most first-line managers are still but to be hands-on with this newly implemented gadget. Most managers are found to need to catch up when giving constructive remarks. The managers both chorus from discussing their comments or end

**Question 3**

**PROBANK runs daily banking activities for customers and small enterprises in the Netherlands. Services are provided along three client-facing lines: Mortgages, insurance and running accounts. The department holds nationwide banking offices where you, as an individual, can go to. The department comprises 3,500 full-time employees (FTEs) and covers 250 front offices, ranging from single personal desk- shops to local branch offices with 80 employees. Some of its branch offices are dedicated to offering all other services for personal banking clients like online services, contact centers, administrative support and coordination functions. The change management team has asked you to identify the external and internal change drivers who demand Probank transformation from a hierarchical to a flat structure (Note: Probank is at present a part of a risk-averse and highly government-regulated banking sector)**

1. **External change drivers (5 marks)**

**Ans:**

**Introduction:**

The external change drivers are those outside forces that influence the need for exchange within an enterprise. The drivers that force external change inside an organization are the possibilities of the customers, competition inside the market, technological influences, policies, and so on. Compared with the inner drivers of the

1. **Internal change drivers (5 marks)**

**Ans:**

**Introduction**

The forces that pressure internal modifications inside a corporation are mainly a part of the corporation's inner circle. Managing the details that move into internal changes may be challenging, but managing and controlling them is lots extra straightforward than dealing