**STRATEGIC HRM**

**June 2023 Examination**

**1) Brillio is a technology company that develops and deploys disruptive solutions that help customers compete better and capture business value faster. The company has invested in developing advanced tools. A sharp and obsessively focused talent acquisition strategy is at the core of Brillio’s ability to meet the highly demanding needs of its technology clients. HR Head at Brillio says. “When talent acquisition equips business to meet market needs, HR stops being a support function and becomes a strategic partner.” and that is just because of the key challenges around talent acquisition. As the HR Head of Brillo point out the challenges faced by Talent acquisition team in detail. (10 Marks)**

# Ans 1.

## Introduction

Talent acquisition is a central human source feature that requires a thorough evaluation of the workforce necessities, designated planning of the measures to adopt for meeting the workforce requirements, improvement of strategies for the equal, and proper execution of the skills acquisition strategies developed by the company.

Expertise acquisition concept: skills acquisition concerning a company means hiring suitable employees for different jobs. Each company wishes employees to survive and grow. Companies can only succeed with the contribution of their personnel. The human assets

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**2) A follow-up survey was conducted the year after the implementation of the new appraisal system. Results were as follows:**

* **81 percent better understood work group objectives**
* **84 percent considered the new appraisal fair**
* **72 percent said they understood how their merit raise was determined**
* **70 percent met their personal and work objectives**
* **77 percent considered the system a step in the right direction**

**As the HR manager you have noticed change in an appraisal system after the implementation of the new appraisal system. List out the Modern Appraisal Methods which has resulted a positive outcome with examples. (10 Marks)**

# Ans 2.

## Introduction

Employee appraisal is a crucial human source function because its miles important to continuously monitor the performance of the employees and provide feedback to the employees as and when required. The personnel want well-timed remarks to be aware of their shortcomings and pursue introductory courses of action to improve their performance. Work done by the employees ought to align with the desires set by the corporation for their employees. The discrepancy between the excellent performance achieved by the employees and

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**3) Jim Delaney, president of Apex Door, has a problem. No matter how often he tells his employees how to do their jobs, they invariably decide to do it their way, as he puts it, and arguments ensue between Jim, the employee, and the employee’s supervisor. One example is the door-design department, where the designers are expected to work with the architects to design doors that meet the specification’ While it’s not rocket science, as Jim puts it, the designers invariably make mistakes such as designing in too much steel, a problem that can cost Apex tens of thousands of wasted rupees, once you consider the number of doors in, say, a 30-story office tower.**

**The order processing department is another example. Jim has a very specific and detailed way he wants the order written up, but most of the order clerks don’t understand how to use the multipage order form. They simply improvise when it comes to a detailed question such as whether to classify the customer as industrial or commercial.**

**The current training process is as follows. None of the jobs has a training manual, although several have somewhat out-of-date job descriptions. The training for new people is all on the job. Usually, the person leaving the company trains the new person during the 1- or 2- week overlap period, but if there's no overlap, the new person is trained as well as possible by other employees who have filled in occasionally on the job in the past. The training is the same throughout the company for machinists, secretaries, assemblers, engineers, and accounting clerks, for example.**

**a) What do you think of Apex’s training process? Does it help improving the performance of employees? (5 marks)**

**b) Explain in detail what you would do to improve the training process at Apex Door. (5 marks)**

# Ans 3.

**Introduction**

Training is a beautiful hobby in an employer that is continuously necessary to reinforce the productivity of the personnel. Training is a helpful human resource interest required to provide process-precise understanding to the employees to do their

**Concept and application**

**A.**

**Concept of training – schooling** is an educational technique for imparting task-specific knowledge to new and existing employees. It's miles the method to enable the brand new employees to accumulate the skills and know-how and the present personnel to sharpen their

# B.

If I were the human resources manager of Apex, I might take numerous steps to improve the training system of Apex. Before everything, I might lease expert running shoes to teach the employees. Expert running shoes have the information to train personnel in such a way that