**Human Resource Management**

**December 2023 Examination**

**1. In spite of the resistance from top management, Mr. Varun – HR Head at Sony Ceramics has been investing on training and development of employees. Lately he has been noticing that the training is not giving the desired results. Top Management suggests him to take corrective measures by doing the overall analysis of training needs at various levels. Explain Training Needs Analysis and comment on the ways in which Mr. Varun can conduct TNA. (10 Marks)**

**Ans 1.**

**Introduction**

In the ever-evolving landscape of business, training and development emerge as pivotal pillars to ensure organizational agility and competitive edge. At the heart of efficacious training lies the concept of Training Needs Analysis (TNA). TNA is the systematic process of understanding the discrepancies between current skills and competencies versus what's needed for optimal performance. For businesses like Sony Ceramics, where there's a palpable tension between investments in training and discernible outcomes, an effective TNA can prove to be the compass that directs the ship of training interventions towards desired results.

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**2. Nandana – a new player in the plastic industry is planning to design its pay system. You are appointed to design an effective compensation programme for the company. What will you consider while designing the same? Explain the features of an effective compensation programme. (10 Marks)**

**Ans 2.**

**Introduction**

In an evolving and highly competitive global market, designing an effective compensation programme is crucial to attract, motivate, and retain top talent. Nandana, as a new entrant in the plastic industry, faces unique challenges that require a comprehensive understanding of both industry norms and innovative compensation strategies. The objective of a compensation programme is not just to offer salaries but to create a holistic reward structure that resonates with the company's vision, aligns with its financial capacities, and addresses the needs and aspirations of its employees. By integrating industry best practices with the company's

**3. Mr.Anil, the owner and manager of Balaji Ltd. with ten employees, has hired you to take over the HRM function so he can focus on other areas of his business. During your first two weeks, you find out that the company has been greatly affected by the up economy and is expected to experience overall revenue growth by 10 percent over the next three years, with some quarters seeing growth as high as 30 percent. However, four of the ten workers have resigned last month due to different reasons.**

**A. According to you, what could be the major causes of employee turnover in the company. (5 Marks)**

**Ans 3a.**

**Introduction**

Balaji Ltd. presents an interesting paradox: the company is poised for significant growth, yet it faces a high employee turnover rate. While revenue growth forecasts are optimistic, the departure of almost half of the staff in a single month signals underlying challenges. Turnover, especially in a smaller firm, can have a magnified impact, affecting morale, productivity, and institutional memory. It's crucial to discern the root causes of this exodus,

**B. Suggest the strategies that company should implement to retain the employees considering the future prospects. (5Marks)**

**Ans 3b.**

**Introduction**

Retaining talented employees is foundational for the sustained success of any organization. For Balaji Ltd., given its projected growth and the recent bout of resignations, the importance of effective retention strategies cannot be overstated. Crafting strategies that align with the company’s future prospects and address the specific concerns of its workforce is paramount.