**Essentials of HRM**

**April 2024 Examination**

**1. Explain the appraisal method you would recommend that would be more effective for the hourly employees? Explain any one or two specific appraisal methods for the delivery driver position and discuss why the specific method would be useful? (10 Marks)**

**Ans 1.**

**Introduction**

Human Resource Management (HRM) plays a pivotal role in the success of an organization, particularly in the management and evaluation of its employees. Appraisal methods are essential tools in HRM, facilitating the assessment of employee performance, identifying areas for improvement, and aligning individual objectives with organizational goals. For hourly employees, such as delivery drivers, selecting an appropriate appraisal method is crucial, as their roles are often dynamic and performance-centric. The chosen method must not only be fair and objective but also tailored to the unique aspects of their job. This ensures

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**2. Explain how realistic job previews (RJPs) operate. As a manager or business owner, would you use them? (10 Marks)**

**Ans 2.**

**Introduction**

Realistic Job Previews (RJPs) are a crucial element in the human resource management process, particularly in the hiring phase. Their core function is to provide potential employees with a balanced, accurate depiction of what to expect in a specific role, encompassing both positive and negative aspects. This transparency aims to align expectations, reducing the likelihood of job dissatisfaction and high turnover rates. RJPs are instrumental in fostering a mutual understanding between the employer and prospective employees, ensuring that the latter are well-informed about the realities of the job before committing. As a tool, they are versatile and can be presented through various mediums like written materials, videos, or on-

**3. Sakshi, former senior vice president of human resources for Turbo International, took over her job just after numerous charges forced the company’s previous board of directors and top executives to leave the firm. Hired by new CEO Eshan Bhatt, Sakshi had to tackle numerous difficult problems starting the moment she assumed office. For example, she had to help hire a new management team. She had to do something about what the outside world viewed as a culture of questionable ethics at her company. And she had to do something about the company’s top-management compensation plan, which many felt contributed to the allegations by some that some former company officers had used the company as a sort of private ATM.**

**Sakshi came to Turbo after a very impressive career. For example, she had been the head of executive compensation at Allied Signal, and was a graduate of the Harvard Business School. But, as strong as her background was, she obviously had her work cut out for her when she took the senior vice president of HR position at Turbo**

**a. What human resource management-related steps did Sakshi take to help get Turbo back on the right track? (5 Marks)**

**Ans 3a.**

**Introduction**

Sakshi's entry into Turbo International as the Senior Vice President of Human Resources came at a tumultuous time for the company. Tasked with steering the HR department amidst a backdrop of ethical challenges and managerial upheaval, Sakshi's expertise and experience were crucial for reestablishing stability and credibility. Her situation required a strategic and multi-faceted approach to human resource management, focusing on rebuilding the

**b. What, if anything might you have done differently if you had been in Ms. Sakshi’s position? (5 Marks)**

**Ans 3b.**

**Introduction**

Assuming the role of a Senior Vice President of Human Resources in a scenario similar to Ms. Sakshi's at Turbo International, one is confronted with multifaceted challenges encompassing leadership voids, ethical dilemmas, and compensation controversies. While Ms. Sakshi's approach was comprehensive and strategic, there is always room for alternative