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| **C:\Users\ADMIN\Desktop\j.png** | **JAIPURIA INSTITUE OF MANAGEMENT, INDORE**  Post Graduate Diploma in Management |
| **Course Title: Managing Human Resources, (Course Code: 40302)**  **Special Improvement Examination, Term – II (Batch 2022-24) (March 2023)** | |
| **Time Duration : 2 Hours Total Marks: 40** | |

***General Instructions*:**

1. *Answer the questions as directed. The break-up of the marks is given wherever necessary.*
2. *Marks against each question is indicated to its right.*
3. *Answer all the questions of a ‘Section/Question’ at one place in continuation.*
4. *Answers should be brief and to the point.*
5. *Do not write on the question paper except your roll number.*

**Section A**

**Q1:** Employee Satya Verma, resigns on health grounds. The company offers to provide 3-6 months of leave on pay, to recoup and revert. He can reconsider the decision, on return and if still he wants to resign, he would need to serve the notice period and move on. This way there would be no break in the service record. Human Resources Department (HRD) comes to understand that Satya Verma expects a 50% pay raise to set aside resignation. Incidentally, Satya Verma was given a 50% raise which was revised to 68% as requested by him just 3-4 months prior to this incident. HRD informed him that the request would be reviewed, but needed time to execute it as the pay was increased only a few months before. After payday, Satya Verma abruptly abstained from work. On inquiry, he informs that it is not possible for him to report to work due to the severity of illness. and wants to get relieved immediately and initially expresses the wish to payoff notice period. Later he insists HRD issues relieving letter waiving his notice period, as his ailment is too severe to serve notice period. HRD then requests for a medical certificate to show that Satya Verma is too ill to even serve a notice period. Satya reverts saying that his family insisted that he quits and takes rest due to his frail health which was not fit enough as per the family to serve notice period. So the only option left is to pay in lieu of the notice period. HRD informs Satya accordingly. Now Satya Verma is silent.

What should the company do? **(8 Marks)**

**Q2:** HR technology encompasses the use of hardware and software to maintain and direct a wide range of human resources tasks and responsibilities. But in more recent times, the latest HR technology trends address a wider range of HR-related challenges — everything from the new hybrid work environment to the use of artificial intelligence (AI) and deep-dive data analytics. From a new generation of employee self-service to continued learning tools, the use of technology in HR management allows HR leaders to assume a more strategic role within the organization.

Source: <https://www.paychex.com/articles/hcm/technology-trends-in-hr>

In light of the above development describe any two recent technologies and their impact on the role of HR professionals. **(9 Marks)**

**Q3:** We live in a VUCA world: this summary used to hit the nail on the head during the last few decades. Through this lens, however, we no longer can derive useful information from this model. Instead, we seem to face chaos larger than VUCA – in politics, global warming and the current pandemic, any many other spheres of life. For future purposes, I therefore would like to propose that we apply the BANI acronym instead of VUCA. The meaning of each component of this new word – B:rittle, A:nxious, N:on-linear and I:ncomprehensible – makes much more sense in the face of today’s challenges.

Source: <https://stephangrabmeier.de/bani-versus-vuca/>

**Explain the details for this more accurate method to describe the ongoing circumstances in the world.**  **(9 Marks)**

**SECTION - B**

**Q4**: Tata Consultancy Services (TCS) is a pioneer in the IT business in India. It has been around since 1968 and moved from strength to strength. Its employee attrition has been less than its competitors. The company that continues to perform in a superior manner consistently reinventing itself has to have a performance management system (PMS) worth a look.

TCS offers a wide range of IT services, outsourcing and business solutions in a variety of industries. To deliver on these teams of technical and subject matter experts work in a project environment to deliver to the requirements of the consumer.

**Elements of PMS**

TCS’s PMS is in sync with its values which are leading change, integrity, respect for individual excellence learning and sharing. The PMS is a combination of performance appraisal, learning process and reward and Recognition (R&R) system.

*Performance appraisal process*

The performance appraisal process at TCS involves four stages:

1. Performance planning
2. Self-evaluation
3. Appraisal evaluation and feedback
4. Rationalization

The appraisal process is meant for all full-time employees of the organization and is done every quarter for new employees (those who are on probation and not confirmed as yet) and twice a a year for others. But since employees move projects and may not be with one project manager for the entire appraisal period, project end appraisal and role end appraisal are also conducted where applicable.

Performance planning involves goal setting and goal discussion. This is done at the beginning of the appraisal period. The methods adopted by TCS for performance planning is Balanced Score card (BSC) method. The goal sheet has, therefore has the four perspectives drawn from the BSC format, i.e., financial, customer, internal business processes and learning and growth. Individual goals are drawn from the corporate goals and are agreed upon mutually between the employee and their manager. Each goal cascades down from the relevant goal of the manager. Each goal has a measure and a target to be evaluated against. After a measure has been set, each goal is then assigned a weightage depending on the criticality of the goal. The weightage can range from 1 to 5. Each goal has a difficulty score too. Performance expectation becomes steeper as the level of difficulty of the goal keeps coming down.

The evaluation process has another dimension to it. Performance planning is limited to having objectives worked around hard deliverables, the evaluation stage does not believe in limiting itself to appraising the deliverables only. During self-evaluation, the process in which an employee is expected to give honest and critical evaluation of their own performance, the employee is also expected to rate themselves on certain identified attributes also ranging from 1 to 5.

Appraisal evaluation for the employee as done by the manger and the manager’s manager. This helps keep any bias at bay. The employee is given a rating at the end of the process. The rating depends on the performance against a set objective and also on the difficulty level of the objective. Therefore, a 100% achievement on the level 1 (low) difficulty objective might get a rating of 2 whereas a 100% achievement on a level 3 (high) difficulty objective shall be rated 5. The total score of the employee is the sum of the performance score and the attribute score.

After the evaluation process is over, the performance scores of employees rationalized. As rating system has some lacunae. There are chances that a certain group may have an advantage over another because of having a lenient boss. In the rationalization process, the scores of all the employees are bundled in groups so that they could be put in one of the five allocated performance bands (forced distribution in bell curve).

*Learning process*

Learning in TCS is driven through a variety of programs-

1. Initial learning program- to support transition from campus to workplace for a fresher.
2. Continuous learning program-these arouse out of business strategy, project needs, technology business directions, individual aspiration and span across technologies, domains, processes and soft skills.
3. High potential training-these are leadership development programs for meet the leadership demands of the organization as well as fulfill individual aspirations.
4. Foreign language-to communicate better with clients or fellow employees to facilitate seamless execution of projects across cultures and countries.

*R&R system*

The appraisal ratings and feedback generated have an impact on the rewards for employees (salary increments and performance rewards). Those with higher ratings become eligible for higher rewards and opportunities for career advancement. Career advancement is not just limited to promotions but allocation of projects, learning opportunities provided etc.

Thus the performance appraisal process at TCS aspires to achieve organizational as well as individual goals.

**Questions**

1. Identify and describe the components of performance appraisal process in TCS.

**(6 Marks)**

1. What are the process you think can fortify the PMS process in TCS? **(8 Marks)**