**Strategic HRM**

**NMIMS Centre for Distance and Online Education (NCDOE)**

**Internal Assignment Applicable for April 2025 Examination**

**1. As the assistant to the HR manager at a banking firm, one of your responsibilities is to assist managers in preparing for candidate interviews. During a discussion with a manager, you both agree on the importance of transforming the selection process into a strategic and structured approach. The goal is to focus not just on eliminating unsuitable candidates but also on identifying and selecting the most qualified individual from the applicant pool. Together, you and the manager decide to outline a well-defined selection process to ensure optimal hiring decisions. What key steps should be included in the selection process to ensure it is fair, objective, and aligned with the organization's goals?**

**Answer:**

**Introduction:**

A structured and strategic selection process is crucial for making optimal hiring decisions in a banking firm. Rather than merely filtering out unsuitable candidates, the focus should be on identifying the best fit for the role, ensuring alignment with organizational goals, and maintaining fairness and objectivity. A well-defined selection process enhances efficiency, reduces hiring biases, and improves overall workforce quality. By implementing a systematic approach, managers can assess candidates based on merit, skills, and cultural fit. This process should include clear evaluation criteria, multiple assessment stages, and structured interviews. A thorough selection strategy not only improves hiring outcomes but also strengthens the firm’s long-term growth and stability. Below are the key steps to ensure an effective and fair hiring process.

**This is partially solved sample answer**

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**2. As the HR head of a small IT organization, one of your top web developers requests a one- on-one meeting and shares that she feels there is no career growth for her in the organization. She reveals her intention to leave as soon as she secures another job. Recognizing her value and the critical role she plays in the team, you realize the organization cannot afford to lose her. Additionally, you suspect that other employees may share similar sentiments, prompting the need for immediate action. How would you design and implement effective retention strategies to address these concerns and foster long-term employee engagement in your IT firm?**

**Answer:**

**Introduction:**

Employee retention is critical for the success of a small IT organization, especially when key talent expresses concerns about career growth. Losing a top web developer can impact productivity, team morale, and project timelines. The employee’s feedback signals a broader issue that may affect others, necessitating immediate action to improve engagement and long-term commitment. A well-structured retention strategy should focus on career development, recognition, and a supportive work environment. By addressing these concerns proactively, the organization can boost employee satisfaction, reduce turnover, and enhance loyalty. Below are key strategies to ensure employees feel valued, have clear growth opportunities, and remain motivated to contribute to the company’s success.

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**3. As a Senior HR Executive with extensive experience in employee management, you have just concluded a meeting with Mr. Rajesh, one of your six team members, who shared some troubling information. He feels that he is being bullied by a colleague, Mr. Ravi, and is seeking your guidance on how to handle the situation.**

**Mr. Rajesh explained that Mr. Ravi greets everyone else in the office with a cheerful "good morning" but pointedly ignores him. He also mentioned that Mr. Ravi organized a farewell lunch for a departing employee last week but excluded Mr. Rajesh from the event. Additionally, Mr. Rajesh revealed that Mr. Ravi has been making derogatory remarks about him to other colleagues. For example, after a chance meeting at a grocery store, Mr. Ravi shared details about the medications in Mr. Rajesh's shopping cart, including those for a private medical condition, with the entire office.**

**Mr. Rajesh also showed you an email sent by Mr. Ravi to the department, blaming Mr. Rajesh for the loss of one of his key clients. This has led other colleagues to distance themselves from Mr. Rajesh on collaborative projects. Clearly upset, Mr. Rajesh left your office seeking reassurance and resolution. You recognize the need to address the situation promptly.**

**Questions:**

**a. How would you manage this situation to involve employees and foster positive relations between Mr. Rajesh and Mr. Ravi?**

**Answer:**

**Introduction:**

Workplace bullying can severely impact employee morale, productivity, and team dynamics. As a Senior HR Executive, addressing Mr. Rajesh’s concerns promptly and fairly is crucial to maintaining a positive work environment. Mr. Ravi’s behavior—exclusion, derogatory remarks, and public blame—creates a hostile atmosphere that affects both individuals and the broader team. To resolve this, a structured approach is needed, involving fact-finding, mediation, and reinforcing workplace policies on respect and inclusion. The goal is to foster positive relations, ensure fairness, and prevent future conflicts. Below are the key steps to manage this situation effectively and promote a healthy work culture.

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**b. What proactive industrial relations policies should the organization implement to prevent and address such issues effectively?**

**Answer:**

**Introduction:**

Maintaining a respectful and inclusive workplace is essential for employee well-being and productivity. Mr. Rajesh’s experience highlights the need for proactive industrial relations policies to prevent workplace bullying and foster a positive work culture. Organizations must implement clear guidelines on professional conduct, anti-bullying policies, and grievance redressal mechanisms. Regular training, anonymous reporting channels, and leadership commitment to a respectful environment can help prevent such conflicts. By establishing a strong framework, employees will feel safe, valued, and supported. Below are key industrial relations policies that can effectively prevent and address workplace bullying, ensuring a fair and harmonious work environment.

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