

NMIMS Centre for Distance and Online Education (NCDOE)

Course: Essentials of HRM

Internal Assignment Applicable for Jun 2026 Examination

Assignment Marks: 30

Instructions

- *All Questions carry equal marks*
- *All Questions are compulsory*
- *All answers to be explained in not more than 1000 words for question 1 and 2 and for question 3 in not more than 500 words for each subsection. Use relevant examples, illustrations as far as possible*
- *All answers to be written individually. Discussion and group work is not advisable.*
- *Students are free to refer to any books/reference material/website/internet for attempting their assignments, but are not allowed to copy the matter as it is from the source of reference.*
- *Students should write the assignment in their own words. Copying of assignments from other students is not allowed*
- *Students should follow the following parameter for answering the assignment questions*

For Theoretical Answer	
Assessment Parameter	Weightage
Introduction	20%
Concepts and Application related to the question	60%
Conclusion	20%

For Numerical Answer	
Assessment Parameter	Weightage
Understanding and usage of the formula	20%
Procedure / Steps	60%
Correct Answer & Interpretation	20%

PLEASE NOTE: This assignment is application based, you have to apply what you have learnt in this subject into real life scenario. You will find most of the information through internet search and the remaining from your common sense. None of the answers appear directly in the textbook chapters but are based on the content in the chapter

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Q1 Ariva Drug House is a rapidly growing pharmaceutical distributor supplying medicines to hospitals, retail pharmacies, and clinics across multiple districts. Over the past two years, the company has expanded its workforce but continues to rely on an informal performance review system where supervisors evaluate employees based largely on personal judgment.

Recently, several challenges have surfaced:

- High-performing sales executives feel their efforts are not differentiated during increments.
- Employee morale has declined due to a lack of transparency in promotions.

Senior leadership has decided to introduce a structured performance appraisal system that is simple, measurable, and applicable across operational roles without becoming administratively heavy. You as a management consultant

Identify the most suitable performance appraisal approach. Justify how your proposed system will reduce evaluator bias and improve fairness compared to the current informal method.

(10 Marks)

Q2 Indrani Textiles is a mid-sized textile manufacturing company with operations spread across spinning, weaving, dyeing, and garment units. The company employs over 800 workers, including permanent staff, contract labor, supervisors, and management personnel. Currently, HR activities such as employee records, attendance, payroll, leave management, recruitment tracking, and performance appraisals are handled using a mix of manual files, spreadsheets, and basic payroll software. This has led to several operational challenges, including data duplication, delays in payroll processing, errors in attendance records, limited visibility into workforce metrics, and difficulty in complying with statutory requirements. To improve efficiency, accuracy, and decision-making, the Human Capital Manager proposes the implementation of a Human Resource Information System (HRIS) across the organization.

Identify and explain the key operational problems (any 4) faced by Indrani Textiles that justify the need for implementing an HRIS. As the Human Capital Manager, which core HRIS modules (any 4) would you recommend for Indrani Textiles and why? (Consider manufacturing and labor-intensive operations.)

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(10 Marks)

Q3 (A) Tapan Industries is a 45-year-old diversified business group operating across manufacturing, logistics, and consumer products. The company has traditionally been promoter-driven, with most strategic decisions centralized among senior family members. However, rapid expansion, increasing competition, and the retirement of key leaders have compelled the organization to formalize its talent strategy. The board has identified two urgent priorities: ensuring structured career development pathways for high-potential managers and establishing a robust succession pipeline for critical leadership roles to avoid operational disruption. Despite recognizing the need, the company faces challenges such as resistance to change, lack of leadership readiness, and absence of a formal evaluation framework.

As an HR consultant, recommend a framework that integrates career planning with succession management for a diversified business group. Justify your recommendations with appropriate management theories or models.

(5 Marks)

Q3 (B) Tapan Industries is a 45-year-old diversified business group operating across manufacturing, logistics, and consumer products. The company has traditionally been promoter-driven, with most strategic decisions centralized among senior family members. However, rapid expansion, increasing competition, and the retirement of key leaders have compelled the organization to formalize its talent strategy. The board has identified two urgent priorities: ensuring structured career development pathways for high-potential managers and establishing a robust succession pipeline for critical leadership roles to avoid operational disruption. Despite recognizing the need, the company faces challenges such as resistance to change, lack of leadership readiness, and absence of a formal evaluation framework.

Explain how poor or effective succession planning significantly influenced organizational performance. Identify key lessons (any2) that Tapan Industries should adopt to minimize leadership risk.

(5 Marks)



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