does not have a system in place to measure employee attrition or churn. However, when they did the manual calculation, they found that they lost 15% of their monthly recurring revenue due to employee attrition. In a recent employee survey, carried out by the organisaton, it was found that most of the employees have been under-performing and not meeting their targets due to motivational issues and are not satisfied with the work-life balance and the remuneration aspect, which they feel has not ben commensurate with their job roles and requirements. In fact, there has not been any performance appraisal conducted in the organiation for the past year, which has also escalated the situation and increased employees dissatisfaction. The organisation is looking for effective measures to combat employee attrition and has been actively seeking ways to retain employees to remain competitive in the market.

(a) Identify and explain the various causes of employee turnover with reference to the case study. 5

(b) Determine the steps or measures you would take if you were the HR manager to develop a roadmap for addressing the issue of employee turnover. Explain. 5

(c) Do you think having a dedicated HR system/software to identify these ongoing business issues is essential? Yes or No, Justify. 4

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PG Even Semester Examination, May 2025

BUSINESS ADMINISTRATION

(2nd Semester)

Course No.: DSC-551/CP-201

(Huamn Resource Management)

Full Marks: 70

Pass Marks: 28

Time: 3 hours

The figures in the right margin indicate full marks for the question.

1. Case : Allied Inc.'s Outplacement initiative

In 1979, Edward Hennessey, Jr. became CEO of the Allied Inc. Upon his taking over, they began to look for the way to make the organization more profitable. Throughout his investigation, he determined that the company's payroll was too high and in part, the root of the problem.

Later that year, he instructed his personnel department to reduce th number of employees by 82, creating a saving of over $30 million. Realizing that this would be a shock the company prepared to outplace the affected employees. An out placement firm was hired to oversee the operations. The Personnel Director wrote letters to the CEOs of more than 100 companies, trying to place these workers. Special offices were set up so that the terminated employees could make

telephonic contacts and work in their resumes. An array of services was available to the individuals, all leading to help them find new employment opportunities.

In the final review, almost all of the 842 employees were outplaced. Some still upset about being terminated, complained that the new positions were lower than their curent ones. None the less, most were successfully outplaced and severace from Allied was smoothly processed.

(a) Discuss the advantages and disadvantages of using the company's premises for outplacement services. 7

(b) What socially responsible behaviour was exhibited by Allied? How might this help or hurt the company's image. 7

2. What do you understand by the term Human Resource Planning? Discuss the steps involved in Human Resource Planning Procss. 3+11=14

Or

3. Why demand forecasting is considered to be an important activity in HRP? Discuss different demand forecasting techniques used by organisations to assess the demands. 4+10=14

4. How would you distinguish selection from recruitment? Discuss different steps involved in selection proces. 4+10=14

Or

5. Distinguish training from development. Discuss some methods used for developing executives. 3+11=14

6. Define "Performance Appraial". Discuss the common method used to appraise performances in the organisation along with the merits and demerits of each method. 2+12=14

Or

7. What is meant by speration? What leads to people's seperation from an organisation? Discuss the strategies to discharge an employee amicably. 2+5+7=14

8. Case :

Agile Media Entertainment Pvt. Ltd. is a B2B podcasting media agency. This media agency fosters relationships between companies and their prospective clients, leading to a more collaborative approach to busines functioning.

However, in recent times, the media agency has been facing employee turnover and losing significant business to this employee churn. Mr. Philop, the Director of Agile Media Entertainment Ltd. is concerned about the ongoing employee exists as they significantly impact the overall business performance.

Moreover, it has been challenging to manage the existing and ongoing business projects because of the absence of a skilled and competent workforce, and as a result, they are losing their top clients as well.

In fact, it is noted that their busines process has been inconvenient as the media agency