

EXIM:RTI:2021:125  
सुश्री दीपोमित्रा घोष  
हाउस नंबर बी-2/ 109-3  
एमएएमसी वेस्ट दुर्गापुर  
दुर्गापुर, पिन 460001

June 23, 2021  
Ms. Dipomitra Ghosh  
House No B-2/109-3  
MAMC West Durgapur  
Durgapur, Pin:460001

महोदय Sir,

सूचना का अधिकार अधिनियम, 2005 के तहत जानकारी मांगने के लिए सुश्री दीपोमित्रा घोष का आवेदन पत्र

**RTI Application of Ms. Dipomitra Ghosh, regarding information under the Right to Information Act, 2005**

1. हम आपके ऑनलाइन आरटीआई आवेदन पत्र संख्या ईएक्सआईबीआई/आर/ई/21/000125 दिनांकित 24 मई 2021 का संदर्भ देते हैं। ऑनलाइन आवेदन पत्र के संदर्भ में, सूचना का अधिकार अधिनियम, 2005 (आर टी आई एक्ट) के तहत आपके द्वारा कुछ जानकारी मांगी है।	1. Reference is invited to your online RTI application no. EXIBI/R/E/21/000125 dated May 24, 2021. In terms of the online application, you have requested for certain information under the Right to Information Act, 2005 (RTI Act).
2. तदनुसार, आरटीआई अधिनियम द्वारा निर्दिष्ट अनुसार तथा 30 दिनों के अंदर जवाब देने की समय सीमा के अंदर, आपके द्वारा माँगी गई जानकारी अनुलग्नक में दी गई है।	2. Accordingly, as specified by the RTI Act and within the 30 days permitted for response, the information requested by you is given at <b>Annexure</b> .
3. यदि आप इस उत्तर से संतुष्ट नहीं हैं, तो इस पत्र के प्राप्त होने के 30 दिनों के अंदर सूचना का अधिकार अधिनियम के अंतर्गत इस लेटर हेड पर दिए गए पते पर सुश्री मंजरी भालेराव, मुख्य महाप्रबंधक तथा एक्जिम बैंक के प्रथम अपील प्राधिकारी को अपील कर सकते हैं।	3. Should you wish to prefer an appeal, arising from this response, you may do so within 30 days of receipt of this letter, addressing your appeal to Ms. Manjiri Bhalerao, Chief General Manager and First Appellate Authority of Exim Bank under the RTI Act, at the address stated on the letterhead.

भवदीय Yours faithfully,



(उदय शिंदे Uday Shinde)

केन्द्रीय लोक सूचना अधिकारी

Central Public Information Officer



भारतीय निर्यात-आयात बैंक | Export-Import Bank of India

केन्द्र एक भवन, 21वीं मंजिल, विश्व व्यापार केन्द्र संकुल, कफ़ परेड, मुंबई - 400 005

Centre One Building, Floor 21, World Trade Centre Complex, Cuffe Parade, Mumbai - 400 005

फ़ोन / Phone: +91-22-2217 2600 | फ़ैक्स / Fax: +91-22-2218 2572

वेबसाइट / Website: www.eximbankindia.in, www.eximmitra.in | ईमेल / Email: ccg@eximbankindia.in



Ref. Letter No. EXIM:RTI:2021:125, dated June 23, 2021

**Annexure**

<b>Question</b>	<b>Answer</b>
<p>Dear Sir/Madam, With respect to your advt that was released in the year 2020 named OPPORTUNITIES FOR YOUNG &amp; BRIGHT MANAGEMENT GRADUATES RECRUITMENT OF MANAGEMENT TRAINEES</p> <p>I have the following queries related to my application:</p> <p>Registration Number 270013305 Full Name DIPOMITRA GHOSH Post applied for Management Trainee Position Corporate Loans &amp; Advances /Project Trade/ Lines Of Credit/Internal Credit Audit/Risk Management /Compliance /Treasury And Accounts</p>	
Q1 How much marks did I score in the written exam?	69 You had applied for the post of MT, Human Resource
Q2 Kindly send me my scanned answer sheet on email for the exam that was held on Tuesday, January 12, 2021 from 10:00 AM to 11:30 AM	Your Scanned answer sheet is attached as Annexure I
Q3 How much marks did I SCORE IN THE INTERVIEW that was held on 04/03/2021, my Registration Number is 27001330?	8 You had applied for the post of MT, Human Resource
Q4 Total marks secured by me, my registration number is 270013305?	Please refer answer to Q% below.
Q5 Total marks secured by me (written & interview combined), my registration number is 270013305?	63.2 #
I have the following queries related to the advertisement/job vacancy:	
Q1 What was the cut off marks for the position (Corporate Loans & Advances/Project Trade/ Lines Of	While your application was for the post of MT in HRM, however you have sought information about (Corporate Loans &





<p>Credit/Internal Credit Audit/Risk Management /Compliance /Treasury And Accounts) TO QUALIFY FOR INTERVIEW?</p>	<p>Advances/Project Trade/ Lines Of Credit/Internal Credit Audit/Risk Management /Compliance /Treasury And Accounts) same is furnished as under:</p> <p>General: 45 Reserved: 40</p>
<p>Q2 What was THE TOTAL MARKS FOR THE WRITTEN EXAM that was held on Tuesday, January 12, 2021 from 10:00 AM to 11:30 AM.</p>	<p>100</p>
<p>Q3 What was the TOTAL MARKS FOR THE INTERVIEW that was held on 04/03/2021?</p>	<p>20</p>
<p>Q4 HIGHEST MARKS SCORED IN THE WRITTEN EXAM by the candidates in the following categories: UR OBC SC ST EWS</p>	<p>While your application was for the post of MT in HRM, however you have sought information about (Corporate Loans &amp; Advances/Project Trade/ Lines Of Credit/Internal Credit Audit/Risk Management /Compliance /Treasury And Accounts) same is furnished as under:</p> <p>HIGHEST MARKS SCORED IN THE WRITTEN EXAM by the candidates were as below:</p> <p>UR : 77 OBC : 63 SC : 49 ST: 41.5 EWS : 59.5</p>
<p>Q5 HIGHEST MARKS SCORED IN THE INTERVIEW by the candidates in the following categories: UR OBC SC ST EWS</p>	<p>While your application was for the post of MT in HRM, however you have sought information about (Corporate Loans &amp; Advances/Project Trade/ Lines Of Credit/Internal Credit Audit/Risk Management /Compliance /Treasury And Accounts) same is furnished as under:</p> <p>HIGHEST MARKS SCORED IN THE INTERVIEW by the candidates (Corporate Loan stream) were as below: UR : 17 OBC : 16 SC : 13 ST: 9 EWS : 12</p>





<p>Q6 LOWEST MARKS SCORED IN THE INTERVIEW by the candidates in the following categories: UR OBC SC ST EWS</p>	<p>While your application was for the post of MT in HRM, however you have sought information about (Corporate Loans &amp; Advances/Project Trade/ Lines Of Credit/Internal Credit Audit/Risk Management /Compliance /Treasury And Accounts) same is furnished as under: LOWEST MARKS SCORED IN THE INTERVIEW by the candidates (Corporate Loan stream) were as below: UR : 6 OBC : 8 SC : 8 ST: 9 EWS : 8</p>
<p>Q7 What is the cut off (written &amp; interview combined) of the final selected people in different categories: UR OBC SC ST EWS</p>	<p>While your application was for the post of MT in HRM, however you have sought information about (Corporate Loans &amp; Advances/Project Trade/ Lines Of Credit/Internal Credit Audit/Risk Management /Compliance /Treasury And Accounts) same is furnished as under: Cut off (written &amp; interview combined) of the final selected people (Corporate Loan stream) in different categories were as below: UR : 49.8 OBC : 47.4 SC : 48.2 ST : No candidate selected EWS : 59.6</p>
<p>Q8 What is the bifurcation of seats between the following categories for the position Management Trainee (Corporate Loans &amp; Advances/Project Trade/ Lines Of Credit/Internal Credit Audit/Risk Management /Compliance /Treasury And Accounts)? UR OBC SC ST EWS</p>	<p>Based on the performance of the candidates in the written examination, personal Interview and Bank's requirement, the vacancy of various positions were allocated.</p>
<p>Q9 How many candidates have been selected for the position Management Trainee (Corporate Loans &amp; Advances/Project Trade/ Lines Of Credit/Internal Credit Audit/Risk Management /Compliance /Treasury</p>	<p>While your application was for the post of MT in HRM, however you have sought information about (Corporate Loans &amp; Advances/Project Trade/ Lines Of Credit/Internal Credit Audit/Risk Management /Compliance /Treasury</p>





<p>And Accounts) in the following categories? UR OBC SC ST EWS</p>	<p>And Accounts) same is furnished as under:  Selected candidate category wise under (Corporate Loan stream) were as below:</p> <table border="1" data-bbox="805 380 1380 627"> <thead> <tr> <th>Category</th> <th>Candidate selected</th> </tr> </thead> <tbody> <tr> <td>UR</td> <td>16</td> </tr> <tr> <td>SC</td> <td>1</td> </tr> <tr> <td>ST</td> <td>NA</td> </tr> <tr> <td>OBC</td> <td>8</td> </tr> <tr> <td>EWS</td> <td>1</td> </tr> </tbody> </table>	Category	Candidate selected	UR	16	SC	1	ST	NA	OBC	8	EWS	1
Category	Candidate selected												
UR	16												
SC	1												
ST	NA												
OBC	8												
EWS	1												
<p>Q10. Kindly let me know the number of students who have qualified for interview from the following categories after the exam which was held on Tuesday, January 12, 2021 from 10:00 AM to 11:30 AM: UR OBC SC ST EWS</p>	<p>While your application was for the post of MT in HRM, however you have sought information about (Corporate Loans &amp; Advances/Project Trade/ Lines Of Credit/Internal Credit Audit/Risk Management /Compliance /Treasury And Accounts) same is furnished as under: Number of students qualified for interview (Corporate Loan stream) were as below: UR : 132 OBC : 61 SC: 12 ST : 1 EWS : 7</p>												

# To arrive at combined score, 80% weightage was given for written test and 20% for interview, accordingly your combined score was 63.2.



Q.1 Systematic process which is used to identify, measure, evaluate, encourage and improve employee performance is classified as

- A coaching management system
- B training management system
- C performance management system
- D development management system

85%  
Correct  
94%  
Attempted

Q.2 Mr. A is conducting an interview for hiring the Sales Executive for his organization. He needs to know about the personality of the person. What method he may use:

- A Physical Examination
- B Reference Check
- C Clinical Interview
- D Depth Interview



65%  
Correct  
94%  
Attempted

Q.3 The primary purpose of 'Training' is:

- A Learning related to present job
- B Learning to prepare for a different but identified job
- C Learning for growth of the individual not related to any specific job
- D Motivating employees for better performance

57%  
Correct  
95%  
Attempted

Q.4 Breaking down of job into smaller parts covering few operations .....

- A Job Enlargement
- B Job Cycle
- C Job Empowerment
- D Job Simplification

84%  
Correct  
94%  
Attempted

Q.5 ..... is the process of familiarizing new employees with the organisation and the job

- A Recruitment
- B Selection
- C Induction
- D Training

91%  
Correct  
95%  
Attempted

Q.6 It is the tendency of a superior to rate people lower than their performance is termed as .....

- A Horns Effect
- B Central tendency
- C Halo effect
- D static

25%  
Correct  
93%  
Attempted

Q.7 According to Knowles ..... provides the basis for the learning activities

- A Hard Work/Smart work
- B Learning and Guidance
- C Education and Knowledge
- D Experience including mistakes

45%  
Correct  
93%  
Attempted

Q.8 Dispute between employees at different levels in an organization is known as .....

- A Horizontal conflict
- B Over all conflict

42%  
Correct  
94%  
Attempted



- Vertical conflict
- Organizational conflict

Q.9 ..... Technique which is systematic collection of performance data from all derived groups

- A  Field Review Method
- B  MBO
- C  360-degree Feed back
- D  Cost Accounting Method

85%  
Correct  
95%  
Attempted

Q.10 An outline of chain of command and reporting relationships in form of chart, is stated in .....

- organization chart
- process chart
- process management
- production unit

81%  
Correct  
94%  
Attempted

Q.11 Determining type of people, which a company needs for job is referred as .....

- A  job descriptions
- B  job analysis
- C  job specifications
- D  both A and C

41%  
Correct  
95%  
Attempted

Q.12 Flexitime work system is a ..... system

- A  Operational
- B  Logical
- C  Functional
- D  Scheduling

54%  
Correct  
94%  
Attempted

Q.13 According to McClelland achievement theory, achievers avoid .....

- A  Easily accomplished goals
- B  Challenges of the firm
- C  Individual performance
- D  Low and High-risk situation



36%  
Correct  
94%  
Attempted

Q.14 According to compensation programs designed for employee, variable pay other than base pay is classified as part of .....

38%



- A indirect compensation
- B recency compensation
- C direct compensation
- D primacy compensation

Correct  
93%  
Attempted

Q.15 Methods of performance appraisals does not include .....

- A comparative methods
- B objective methods
- C systematic methods
- D subjective methods

23%  
Correct  
94%  
Attempted

Q.16 Process of attracting, selecting, training and promoting employees through a particular firm is called .....

- A phased retirement
- B preretirement counselling
- C talent management
- D modifying selection procedure

83%  
Correct  
95%  
Attempted

Q.17 Series of lifetime activities contributing in establishment, fulfilment and success of a person's career is called .....

- A career
- B career management
- C career planning
- D career development

52%  
Correct  
95%  
Attempted

Q.18 Quantitative performance measures used by human resource managers to assess operations are called .....

- A ratios
- B benchmarks
- C metrics
- D grades

48%  
Correct  
94%  
Attempted

Q.19 Method of job evaluation which ranks the employees from highest to the lowest levels is .....

- A  Ranking method
- B Scoring method
- C Analytical method
- D Average method

90%  
Correct  
94%  
Attempted



Q.20 Attributing characteristics to individuals based on their inclusion or membership in a particular group is called\_\_\_\_\_.

- A resort to snap judgment
- B stereotyping
- C leniency
- D halo effect

72%  
Correct  
92%  
Attempted

Q.21 Which among the following tests measure self-confidence, motivation, emotional balance etc?

- A Intelligence test
- B Preference test
- C Personality test
- D Interest test

93%  
Correct  
95%  
Attempted

Q.22 "Grapevine" is a term used in relation to:

- A Formal communication
- B Informal communication
- C Both (a) and (b)
- D This term is not used in relation to communication

80%  
Correct  
94%  
Attempted

Q.23 Taylor's differential piece work plan provides that:

- A All labourers should be assigned different amount of work
- B All labourers should be put in different time-period
- C All labourers should be assigned same amount of work during different time-period
- D Payment should be the same on a fixed standard

21%  
Correct  
92%  
Attempted

Q.24 To calculate the need for manpower on the basis of the average loss of manpower due to leave, retirement, death, transfer, discharge, et is known as\_\_\_\_\_.

- A workload analysis
- B workforce analysis
- C job analysis
- D forecasting

65%  
Correct  
94%  
Attempted

Q.25 Skills inventory, replacement charts, Markov analysis, regression analysis all are types of \_\_\_\_\_

- A redundancy plan
- B training plan



70%  
Correct  
93%  
Attempted

- C  retention plan  
✓ D  forecasting methods

Q.26 Concept of Management by objectives (MBO) was first developed by

- ✓ A  Peter Drucker  
B  Douglas McGregor  
C  Henry Fayol  
D  Clayton P. Alderfer

76%  
Correct  
94%  
Attempted

Q.27 Continuous improvement and radical innovations in order for reduce time and cost with enhancement of organisational flexibility and customer satisfaction is the feature of

- ✗ A  TQM  
✓ B  BPR  
C  ISO 9000  
D  Benchmarking

11%  
Correct  
93%  
Attempted

Q.28 The concept of 'invisible hand theorem' in the context of labour market was put forward by:

- ✓ A  Adam Smith  
B  Karl Marx  
C  J.S. Mill  
D  Ricardo

56%  
Correct  
93%  
Attempted

Q.29 Experienced managers have a simple and effective way to check whether their goals are good, or not-they use the acronym "SMART", which stands for:

- A Specific, Manageable, Attainable, Reasonable, and Timely  
B Sophisticated, Measurable, Attainable, Relevant, and Targeted  
C Simple, Measurable, Ambitious, Relative, and Target oriented  
✓ D  Specific, Measurable, Attainable, Relevant, and Timely

78%  
Correct  
95%  
Attempted

Q.30



59%  
Correct  
89%  
Attempted

Match the content given in List-I with the Theories of Labour Welfare given in List-II:

List-I	List-II
(a) Without compulsion, employers do not provide even the minimum facilities for workers.	(i) The Trusteeship Theory
(b) Any good work is considered as an investment by which both the benefactor and beneficiary are rewarded.	(ii) The Philanthropic Theory
(c) Man is believed to have an instinctive urge by which he strives to remove the suffering of others and promote their well-being.	(iii) The Religious Theory
(d) Employers should provide funds on an on-going basis for the well-being of their employees.	(iv) The Police Theory

- A (1) a-(iv) b-(iii) c-(ii) d-(i)
- B (2) b-(iv) a-(ii) d-(iii) c-(i)
- C (3) d-(i) c-(iv) b-(iii) a-(ii)
- D (4) d-(i) b-(iii) c-(iv) a-(ii)

Q.31 Match the Techniques of Training (List-A) with the possible descriptions there of (List-B) given below:

List-A	List-B
(a) Ice Breakers	(i) one role played alternately by two participants
(b) Tag Teams	(ii) Listing of alternative solutions to problems
(c) Morphological Analysis	(iii) Games to get team members know each other
(d) Gordon Technique	(iv) Steering a discussion to Crystallise solutions

- A (1) a-(i) b-(iv) c-(ii) d-(iii)
- B (2) b-(ii) c-(iii) a-(iv) d-(i)
- C (3) c-(i) b-(iii) d-(iv) a-(ii)
- D (4) a-(iii) b-(i) c-(ii) d-(iv)

66%  
Correct  
90%  
Attempted

Q.32 Which among the following statements relating to the features of collective bargaining is/ are correct?

- (a) It is a two-way process.
- (b) It involves Civilised Confrontation.
- (c) It is a Static Process.
- (d) It is a Complementary Process.

- A (a) and (d) only
- B (a), (b) and (c) only
- C (a), (b), and (d) only
- D (b), (c) and (d) only

45%  
Correct  
92%  
Attempted



Q.33 The general pattern of behaviour, shared beliefs and values that organisation members have in common is called:

- A Organisational Climate
- B Organisational Culture

91%  
Correct  
95%  
Attempted

- C  Organisational Effectiveness
- D  Organisational Structure

Q.34 The exhaustion suffered by an individual due to continuous exposure to a stress causing situation is normally known as

- A  Entrapment
- B  Tiredness
- C  Irritability
- ✓ D  burn-out

66%  
Correct  
93%  
Attempted

Q.35 Employees Provident Fund and Miscellaneous Provisions Act, 1952 is applied to establishments employing not less than

- A  10 employees
- ✓ B  20 employees
- C  50 employees
- D  100 employees

58%  
Correct  
95%  
Attempted

Q.36 Fish bone analysis as a tool of quality circle was advanced by

- A  Edward Deming
- B  Joseph Juran
- ✓ C  Kaoru Ishikawa
- D  Phillip Crosby

68%  
Correct  
93%  
Attempted

Q.37 The "Marginal Discounted Product of Labour" as a modified version of Marginal Productivity Theory was advanced by

- ✓ A  Taussig
- B  Kalecki
- X C  Ricardo
- D  Adam Smith

30%  
Correct  
90%  
Attempted

Q.38 The study of gestures and body postures for their impact on communication is known as:

- ✓ A  Kinesics
- B  Proxemics
- C  Semantics
- D  Informal channels

64%  
Correct  
93%  
Attempted

Q.39

61%



Match the following:

Theories of Motivation	Propagators
a. Expectancy Theory	i. J. Stacy Adams
b. ERG Theory	ii. Hackman & Oldham
c. Equity Theory	iii. Clayton Alderfer
d. Job Characteristics Model	iv. Victor Vroom

- A  b-iii c-i d-ii a-iv
- B  a-iv b-iii c-i d-ii
- C  a-iv d-i b-ii c-iii
- D  c-iv a-ii b-i c-iii

Correct  
91%  
Attempted

Q.40 Which one of the following is an example of Golden-Handshake Scheme?

- A  Superannuation Retirement
- B  Voluntary Retirement
- C  Compulsory Retirement
- D  Retirement on account of disablement



62%  
Correct  
93%  
Attempted

Q. "Scenario 3: Employee Relations

As an employee relations specialist, you are made aware that Mr. A has been unexpectedly absent over the last few weeks. He has not been in contact with his supervisor during these past two weeks, and fellow co-workers have started to make note of his absence. However, on social media, his manager has noticed that Mr. A has been quite involved in various activities outside of work. After two weeks, Mr. A returned to work. Use this information to answer the following:

- a) Assess the discipline steps to take. Determine how you would apply positive discipline.
- b) Determine the just-cause standards you should verify before termination."

A. A) Positive discipline should be an embodiment of just and equitable standards to enforce discipline in the employee's behavior. The following steps can be taken

1. Mr. A should be interviewed in a diligent manner with clearly crafted objective questions enquiring about his absence.
2. His answers should be listened to properly with an empathetic demeanor.
3. List the organizational leave policy statements and ask him for proper reasons for his deviant behavior.
4. Communicate the implications of his deviant behavior and how it might affect his productivity in organization with successive implications on his career development within the organization.
6. Provide employee counselling if required to reduce the deviant behavior.

B. The just-cause standards that should be verified before termination are-

1. Presence of an unavoidable circumstance for the deviant behavior.
2. Convey the management leave policies and extract information as to why his behavior was not consistent to it.
3. Ask him to furnish proper proofs to support his claims in due time.
4. Assess them with objectivity.
5. Convey management decision.



## Q. "Scenario 5: Motivation

You are an HR business partner at a company that is resistant to the changes taking place in the marketplace. The company needs to reduce costs, which means eliminating some jobs, but it also wants to increase morale for the key employees that it wants to keep on staff. You have been asked to research the best way to motivate employees in order to increase morale and work productivity. Use this information to answer the following:

- a) Explain two motivational theories.
- b) Determine which theory would work best in this scenario to help motivate employees.

### A. A) The two motivational theories are as follows:

Edwin Locke's Path Goal Theory- This theory states that the clearly crafted goals can have an impact on the performance. This theory says the following features may impact the go-' accomplishment and performance:

1. Goal Specificity-The Goals should be SMART. Unless the goals are objectively conveyed, it wouldn't churn the burning passion of the employees to realise their fullest productivity. For ex. The management should convey to its key employees as to what percent the costs need to be cut, provide approximate figures.
2. Goal Difficulty- Moderately difficult.
3. Goal Commitment- Goal acceptability- Goals should be self-set in consistent with the company's goals and clear.
4. Beter Feedback throughout the process.
5. Just and equitable rewards to bolster both intrinsic motivation.

Porter Lawler Model-

It's a multivariate model which assumes that employees are rational in decision making, they have their own needs. 3 parts:

1. Effort- Gauge effort-reward probability and valence of rewards.
2. Performance- Amalgamation of traits and person-job fit.
3. Satisfaction- Intrinsic.

B. Porter-Lawler model.





## Q. Scenario 1: Staffing Management

You are an HR generalist at M/s. ABC Limited, a technology company which is planning expansion. M/s. ABC Limited plans on diversifying their product offerings and expanding from their current 100 employees to 500 employees over the next few years. They will be looking for highly skilled technical employees. Your reporting manager, the Director of HR, is writing a strategic plan to recruit and hire staffs. Your reporting manager has asked you to help by researching topics. Use this information to answer the following:

- a) Determine a recruitment method and sources you would use and explain your decision.
- b) Assess what type of interview would work best when hiring someone in an entrepreneurial environment.
- c) Determine whether or not you would use selection tests."

A) The following recruitment method can be used:

The recruitment can be outsourced to specialized agencies mastering the accumen of head hunting the specialized staff for highly skilled jobs with technical accumen. Or, profiles can be obtained from various job portals and social media sites like LinkedIn and the individuals can be approached by the HR Department.

B) Personality interview works best in an entrepreneurial environment with open-ended questions eliciting subjective responses.

C) Selection tests can be utilized to screen initial applications and develop the fodder for the interviews to gauge the basic accumen required to conduct a task at hand.



**Q.** "Scenario 4: Workplace Health and Safety

You are working in an HR role and have noticed that there has been an increased amount of sick time used from a variety of employees who are complaining that they are stressed out at work. You also notice that workforce production has been declining from several employees. Your supervisor has asked you to research the possibility of introducing a wellness program at work. Use this information to answer the following:

- a) Assess the benefits of a wellness program.
- b) Summarize the components you would include in the wellness program."

**A.** A. The Benefits of a wellness program are as follows:

1. Would increase productivity.
2. Would bolster motivation and increase in the employee morale.
3. Would help in garnering employee loyalty.
4. Would foster employee retention.
5. Would help in attractive branding of the company.

B. The components that would be included wellness programs are as follows:

1. Flexi-time work schedule.
2. Fringe benefits in the form of paid leaves and recreational travel allowance.
3. Intramural recreational programs like games and excercises.
4. performance counselling and employee counselling to help the employees deal with work, peer or family related stress.
5. Stress Management programs.
6. Extramural recreational facilities like gym/sports club subscriptions.
7. Suggestion schemes.



## Q. "Scenario 2: Training and Development

You are a training specialist at M/s. XYZ Estates, a property management firm that is established and has a stable company culture. There is no plan to either increase or decrease staffing in the near future. Your manager, the head of training and development, wants to come up with a training and employee development program starting next quarter, and asks you to research training and development programs, and training methods. Use this information to answer the following:

- a) Choose training and/or development programs to implement in order to keep operations employees loyal to the organization
- b) Evaluate the training methods you would use."

### A. A) The following training and development initiatives can be taken:

- A. Coaching and mentoring- This would focus on an one-to-one interaction and bolster confidence in the on-the-job training activities to learn new skills.
  - B. Simulation Techniques- In the form of In-Basket exercises, role-play to understand client requirements and Management games to foster analytical reasoning, dealing with stress and ambiguity.
  - C. Sensitivity Training- It's a T-Group training to develop social sensitivity and behavioral flexibility.
- B) Evaluations:
- A. Coaching and mentoring- Would foster one-to-one communication and would help them to learn the services properly.
  - B. Simulation Techniques mentioned will bolster their confidence and would help them develop a holistic personality in the job front as in-basket exercises will help them learn to prioritize tasks and Management Games will help them to learn how to function in case of career progression within the organization, would also foster involvement thereby garnering loyalty.
  - C. Sensitivity Training would develop them holistically.



Q. Q What measures an organisation should follow to maintain work life balance of its employees?

A. The following measures an organization can follow to maintain work-life balance of the employees:

1. Flexi-time work week order.
2. Travel leaves and allowances for recreational purposes at certain periods of time.
3. Paid Sabbaticals to learn something new like pottery or develop a hobby.
4. Festival allowance and advances.
5. Leave Policy shouldn't be very stringent and autocratic.
6. Employee counselling can be provided to find an optimal way to maintain work-life balance and deal with stress arising from work, family or peer related issues.
7. Absenteesm issues should be identified and approached well in advance.
8. An empathetic management approach should be there.

Q. Write briefly on effective Performance Management System in an organisation?

A. Performance Management is a dynamic, continuous and systematic process that spans from evaluating the current performance of the employee to conveying and developing an action plan that would help the employees develop a higher potential to deliver a greater productivity.

It contains the following elements:

1. It includes setting up of standards after careful evaluation.
2. Communicate the evaluative standards to the employees objectively.
3. Gauging the current performance through Performance Appraisal methods like 360-degree appraisal, assessment centers etcetra.
3. Evaluating the performance objectively.
4. Find the discrepancies in the performance which might act as a road block in realising the fullest potential of the employees.
5. Tailor the training and development programs according the individual needs depending on the organizational requirements of enhanced productivity.
6. Motivate, coach, counsel and mentor the employees.
7. Develop programs for employee engagement by job enrichment etc.
8. Timely and objective feedback should be provided.
9. Follow up actions should be made.



## Candidate Response

**Q.** What HR interventions would you suggest to motivate 'Generation Z' in workplace?

**A.** The following HR interventions can be suggested to motivate "Generation Z" in workplace-

A. Suggestion Schemes- To make them feel involved with a sense of participation so that they believe that the management values them to the core.

B. Training and Development- To aid and equip them with the necessary skills in order to keep them abreast with the latest developments in the technological front. Development initiatives can be taken in order to set the momentum of growth in them in order to reinforce the idea that development is a continuous process.

C. Programs like Punjab National Bank's 2020 program can be initiated- To counsel and aid the retiring employees in finding the right position at a higher stage in the company to retain the best outgoing talent.

D. Performance counselling should be done by trained professionals to deliver an action plan in order motivate the employees more in physical or stress related fronts.

E. Fringe benefits like Pension and insurance plans should there.

F. Sick leaves and health allowances should be given.

