# TUTOR MARKED ASSIGNMENT (TMA)

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| **Course Code** | **:** | **BRL–106** |
| **Course Title** | **:** | **Managing Human Resources** |
| **Assignment Code** | **:** | **BRL–106/TMA/2026-27** |
| **Coverage** | **:** | **All Blocks** |

**Maximum Marks: 100**

**Attempt all the questions.**

## (A) Short Type Questions

**1.** What are the activities of HRM? How are they performed in a Retail Organization? **(10)**

**2.** Write a note on the following: **(10)**

i. Job rotation
ii. Job enlargement
iii. Job enrichment

**3.** Discuss in detail the model of manpower planning. **(10)**

**4.** Critically examine in detail the external methods of recruitment. **(10)**

**5.** Define induction. Discuss the steps to be involved in the induction process. **(10)**

**6.** What do you understand about executive development? Explain its objectives. **(10)**

**7.** State and explain the elements of the communication process. **(10)**

## (B) Essay Type Questions

**8.** What do you mean by HR records? What purpose do they serve? And list out principles of HR Record Keeping in detail. **(15)**

**9.** Discuss the methods of performance appraisal in detail. **(15)**

## 1. What are the activities of HRM? How are they performed in a Retail Organization? (10)

**Answer**

Human Resource Management (HRM) is the systematic process of acquiring, developing, motivating, retaining and managing employees so that organisational objectives and employees' legitimate needs are met. In retailing, HRM is particularly important because customer experience depends heavily on the behaviour, knowledge and availability of frontline workers. Sales assistants, cashiers, stockroom staff, department managers and store managers must work together throughout changing store hours, festive seasons and demand peaks.

**Human resource planning and job analysis.** HR managers first estimate the number and types of employees needed. They consider store size, customer footfall, operating hours, sales targets, delivery schedules and expected seasonal demand. Job analysis then clarifies the duties, skills, reporting relationships and working conditions of each position. For instance, a supermarket may calculate separate staffing needs for checkout counters, fresh produce, receiving and home-delivery operations. A clear job description reduces role confusion and provides a basis for selection and appraisal.

**Recruitment and selection.** Retail organisations obtain applicants from advertisements, job portals, campuses, employee referrals and local labour markets. They screen applications, assess communication and basic numerical skills, interview candidates and check references as appropriate. A cashier may be assessed on accuracy and integrity, while a customer-service assistant may be evaluated through a role-play of a difficult customer interaction. Selection should be fair, job-related and consistent with applicable law.

**Induction, training and development.** New employees learn the retailer's values, attendance arrangements, customer-service standards, product categories and safety procedures. Training may cover point-of-sale systems, stock scanning, merchandising, handling returns, loss prevention and complaint resolution. Coaching on the shop floor and short refresher sessions help employees apply their learning; supervisory-development programmes prepare promising staff for managerial responsibility.

**Performance management.** Managers establish realistic standards, observe behaviour and provide regular feedback. Relevant indicators may include transaction accuracy, quality of service, shelf availability, compliance with safety rules and teamwork, rather than sales alone. Appraisals should identify obstacles and development needs, not merely assign ratings. Employees can receive specific coaching and a fair opportunity to improve.