



StratUp Learning Rubric - HR Department

Overarching Learning objective:

STRATUP Course Goals: If students have undergone comprehensive STRATUP Business Simulation Workshop, they should be able to

<u>S.no</u>	Goal Identifier	Learning Goals			
1	LG1	Apply concepts, process and institutions in the production, marketing and financing of a manufacturing enterprise			
2	LG2	Apply concepts of HR, accounting, International Business and quantitative methods in functioning of a virtual organisation			
3	LG3	Plan and execute, tactical and strategic solutions at the operational and strategic level			
4	LG4	Take appropriate decisions to steer their virtual enterprise considering various micro and macro factors			
5	LG5	Assess the impact of environmental, legal, ethical and social situations and arrive at a comprehensive strategy			
6	LG6	Respond and Manage change in a dynamic environment			
7	LG7	Understand business policy and strategy			
8	LG8	Assume leadership position and enable team to meet their objectives			
Assessment Framework					
	Knowledge	Comprehension	Application	Analysis	Synthesis

<p>Detailed Goal</p>	<p>Should be able to recall and recognise theories pertaining to Marketing - 4P (Product, Place, Promotion and Price), 3C (Customer, Competition & Company), STP (Segmentation, Targeting and Positioning), Sales and Distribution HR - OB Theories, Recruitment, Employee Welfare and General Management Operations - Production Management, Supplier/ Vendor management, Capacity Management, Quality International Business - Macro Economics, Country of Choice, Culture Theories, Mode of entry and cross cultural management Finance - Financial Statement Analysis, Ratio Analysis, Working Capital Management Information Technology - MIS, Implementation strategies, Ethics - Theories and Practical implications</p>	<p>Should be able to demonstrate proficiency by identifying and classifying concepts that pertains to a scenario.</p> <p>Should be able to apply concepts to caselets</p>	<p>Should be able to apply concepts in Marketing, HR, Finance, IT, International Business, Operations and General Management in the game</p>	<p>Should be able to analyse the outcome of their decisions and its impact on the overall objective</p>	<p>Should be able to assess the impact of their decisions and that of the team members and competitors to arrive at a comprehensive plan</p>
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Method	Quiz	MCQ - Quiz Caselets	Learning Diary (Seek options on the concepts that the students have learnt in a quarter)	Game (Increase in Degree Centrality score (YOY/QOQ)	Performance appraisal mechanism to understand an individuals contribution
Criteria	Mastery - >75 Average - 40-75 Below Average - <45	Mastery - >75 Average - 40- 75 Below Average - <45			
System	LMS (Pre and Post)	LMS (Pre and Post)	Analytics Portal	Analytics Portal	Game

	Rubric - Traits			
Decision Making	Identifies Alternative	Identifies Criteria	Applies Criteria to alternatives	Evaluates results and takes corrective action
Planning	Plan for contingencies	Plan Decisions on time	Set meaningful and achievable targets	Evaluates results and incorporates in plan
Goal Orientation	Meets target as planned	Evaluates results and takes corrective action		
Problem Solving	F(DM,P,GO)			
Proactive Behaviour	Identifies the need to take decision in advance	Takes decisions ahead of time	Implements a strategy to reach a solution	
Financial Prudence	Operating within budget	Asking the right budget		

Individual Module Goals

Overarching Objective: To be able to apply concept of HR, OB in running a successful virtual business enterprise

Students playing the role of HR should be able to

<u>S.no</u>	Cognitive Dimention	Goal
HR01	Comprehension	Recognise the impact of hiring decisions on the organisation
HR02	Comprehension	Recognise the importance of implementing training programs
HR03	Comprehension	Recognise the importance of implementing welfare programs
HR04	Comprehension	Recognise the importance of implementing strategic programs
HR05	Application	Planning: Demonstrate the ability of effective planning skills in meeting the objective of the virtual organisation
HR06	Application	Financial Prudence: Demonstrate the ability to effectively handle budgets and make cost effective decisions
HR07	Application	Lead Time in Decisions: Demonstrate the ability to recognise the significance of lead time in decision making
HR08	Application	Adequacy: Demonstrate the ability to meet planned values to meet organisational objective
HR09	Application	Efficiency: Demonstrate the ability to make effective recruitment decisions
HR10	Application	Consistency: Demonstrate the ability to consistently make effective decisions
HR11	Application	Capacity Building: Demonstrate the ability to proactively build capacity in anticipation of future requirements
HR12	Application	Dynamic Decision Making: Demonstrate the ability to dynamically make alterations to the stated plan in the event of a change in the environment
HR13	Application	Goal Orientation: Demonstrate the ability to meet planned nos
HR14	Application	Resource Management: Demonstrate the ability to manage resource effectively
HR15	Application	Problem Solving: Demonstrate the ability to solve problems of attritions and recruitment efficiency
HR16	Application	Team Work: Demonstrate the ability to contribute to overall team performance
HR17	Analysis	Display evidence of performing detailed analysis in looking at various alternatives and the outcome of previous quarter results to make necessary changes
HR18	Analysis	Display evidence of analysing the impact of organisational politics and employ suitable methods to curb attrition
HR19	Analysis	Evaluate amongst various options to training programs, welfare programs, strategic programs and implement the in appropriate and timely manner

HR20	Synthesis	Evaluate the impact of decisions on other departments and make necessary corrective actions
HR21	Synthesis	Leadership: Provide inputs to other team members to help them meet their objectives

HR01 - HR04

1. **Planning:** Demonstrate the ability of effective planning skills in meeting the objective of the organisation

Identifier	HR05, HR 17	Course Goal - LG 3
<p>Objective: Planning: Demonstrate the ability of effective planning skills in meeting the objective of the organisation</p> <p>Display evidence of performing detailed analysis in looking at various alternatives and the outcome of previous quarter results to make necessary changes</p>	<p>Academic Objective: To understand the interdependence between various functions and theories and to apply them appropriately</p>	<p>Corporate Objective: Managerial ability to plan for daily tasks both tactical and strategic becomes paramount for effective functioning</p>
<p>Goal:</p> <ol style="list-style-type: none"> No of employees planned for recruitment vs no required to meet the goal No of training programs planned for the year vs Current employee training levels and what is actually required for normal functioning & No of welfare programs planned and the current EDI level of the departments 		

Use case/Business logic

1. No of employees planned for recruitment vs no required to meet the goal

No of employees planned for recruitment = No of employees count from plan of all other departments
No required to meet the goal - (Check buffer values)

1. Accounting for Attrition
2. Accounting for Historic data on past performance (e.g - Utilisation % of employees in other departments the last couple of years)

If No required to meet the goal < No of employees planned for recruitment - then the buffer value should be negative

If No required to meet the goal = No of employees planned for recruitment - Buffer should be zero

If No required to meet the goal > No of employees planned for recruitment - Buffer should be positive

Skills: Planning, Proactive Behaviour, Goal Orientation

2. No of training programs planned for the year vs Current employee training levels and what is actually required for normal functioning & No of welfare programs planned and the current EDI level of the departments

No of training + Welfare programs planned for the year = What the user selects in P&B

EDI impact for the no of training programs selected = Planned EDI Benefit

Current EDI levels for normal functioning

Salesforce Effectiveness - % of rejection due to effectiveness of sales people

Operator Effectiveness - % of rejection due to effectiveness of operator

Required EDI benefit to meet the deficit - Historic trend in EDI score that is deficit in-order to prevent rejection in sales and operations

Planned EDI Benefit = > Required EDI benefit to meet the deficit = 1

Planned EDI Benefit < Required EDI benefit to meet the deficit = 0

There is no planning for promotion and retrenchment

Skills: Planning, Proactive Behaviour, Goal Orientation

<p>Professional skills measured:</p> <p>Planning Proactive Behaviour Goal Orientation</p>	<p>Rubrics</p> <p>Planning: Plan for contingencies Set meaningful and achievable targets Evaluates results and incorporates in plan</p> <p>Proactive Behaviour: Identifies the need to take decision in advance</p> <p>Goal Orientation: Evaluates results and takes corrective action</p>	
<p>Assessment criteria</p>		

3. Financial Prudence: Demonstrate the ability to effectively handle budgets and make cost effective decisions

Identifier	HR06, HR08, HR 13, HR 14	Course Goal - LG 3
<p>Objective: Financial Prudence: Demonstrate the ability to effectively handle budgets and make cost effective decisions</p> <p>Adequacy: Demonstrate the ability to meet planned values to meet organisational objective</p> <p>Goal Orientation: Demonstrate the ability to meet planned nos</p> <p>Resource Management: Demonstrate the ability to manage resource effectively</p>	<p>Academic Objective: To understand the need of effectively managing resources and the impact on various business decisions</p>	<p>Corporate Objective: Managers are constantly in cost pressures and they would need to deliver value in cost effective means</p>
<p>Financial Prudence: Demonstrate the ability to effectively handle budgets and make cost effective decisions</p> <ol style="list-style-type: none"> 1. Has the HR head met his goals for the year. 2. Ability to negotiate for requested budget 3. Budget Utilisation Percentage 4. Number of times request raised for Adhoc budgets 		

Business Logic

1. Ability to negotiate for requested budget

Budget Requested for Approval - X
Budget Approved by Finance - Y

% of budget requested that was made available - $(Y/X)*100$
% of budget requested that was made available >70% then 1
% of budget requested that was made available <70% then 0

Skills: Planning, Financial Prudence, Negotiation Skills

2. Met key goals for the year

1. Recruitment nos - Plan vs Actual - 80%
2. Training nos - Plan vs Actual - 80%
3. Welfare Programs - Plan vs Actual - 80%
4. Check on Attrition nos - Reduction from previous year
5. % of people promoted in the year - % of no of people in the org

If 3 of the above 5 targets are met then the person player gets 1 else 0

Skills: Goal Orientation, Decision Making

2a. Budget Utilisation %

Budget Approved by Finance (Includes Ad hoc budget requests) - Y
Budget Spent - Z

% of budget that was approved by finance was spent - $(Z/Y)*100$

% of budget that was approved by finance was spent > 80% then 1
% of budget that was approved by finance was spent < 80% then 0

2b. Budget Utilisation Historic

If the player achieves his budget utilisation target every year then 1 else 0

Skills: Planning, Financial Prudence

2c. Budget Utilisation & met department goals

If the player has met the goal for (2) and 2a then 1 else 0

Skills: Decision Making, Financial Prudence, Goal Orientation

3. **Number of times request raised for Adhoc budgets** (If a player is requesting for adhoc budget frequently, it means they have not planned well or there is a change in plan)

Number of Adhoc budget requested in a year - A

If A > 3 times in a year then 0 else 1

Skills: Planning,

Professional skills measured: Planning Financial Prudence: Negotiation Skills Goal Orientation:	Rubrics Planning Plan for contingencies Financial Prudence: Asking the right budget Negotiation Skills Goal Orientation: Meets target as planned	
Assessment criteria		

3. Lead Time in Decisions: Demonstrate the ability to recognise the significance of lead time in decision making

Identifier	HR07, HR 20	Course Goal - LG 3
Objective: Lead Time in Decisions: Demonstrate the ability to recognise the significance of lead time in decision making Evaluate the impact of decisions on other departments and make necessary corrective actions	Academic Objective: Understand the importance of time and planning in decision making	Corporate Objective: Managers need to act on time and with swiftness to meet dynamic requirements
Goal - (In a year there would be 5 ENA graphs, 1 for each quarter and 1 for the year) 1. Lead time in recruiting people in Marketing department 2. Lead time in recruiting people in Operations department		

1. Sales Department

No of people planned in the sales department - A

No of people required for sales as per submission - B

No of people recruited in sales department at the time of submission - C

If $C < B$ then there would be shortfall in sales due to non availability of sales force

If $B < A$ and $C > B$ - 1

If $B < A$ and $C = B$ - 1

If $B < A$ and $C < B$ - 0

Skills: Decision Making, Time Management, Planning, Goal Orientation, Problem Solving

If $B > A$ and $C > B$ - 1

If $B > A$ and $C = B$ - 1

If $B > A$ and $C < B$ - Do not check for this condition

Skills: Decision Making, Proactive Behaviour, Effective communication among team members

2. Operations Department

No of people planned in the Operations department - P

No of people required for production as per submission - Q

No of people recruited in operations department at the time of submission - R

If $Q < P$ and $R > Q$ - 1

If $Q < P$ and $R = Q$ - 1

If $Q < P$ and $R < Q$ - 0

Skills: Decision Making, Time Management, Planning, Goal Orientation, Problem Solving

If $Q > P$ and $R > Q$ - 1

If $Q > P$ and $R = Q$ - 1

If $Q > P$ and $R < Q$ - 0 Do not check for this condition

Skills: Decision Making, Proactive Behaviour, Effective communication among team members

***with new requirement of indent being raised by the respective departments, new use cases needs to be written**

Salesforce, IT & Operator Efficiency

1. Contribution of HR to the EDI score of the marketing department (Training and welfare) in that quarter/Year- X%
2. Contribution of HR to the EDI score of the Operations department (Training and welfare) in that quarter/Year- Y%
3. Contribution of HR to the EDI score of the IT department (Training and welfare) in that quarter/Year- Z%

Average (X,Y,Z) is $> 40\%$ then 1 else 0

Skills: Decision Making, Problem Solving

Professional skills measured: Decision Making Time Management, Planning, Goal Orientation, Problem Solving Proactive Behaviour, Effective communication among team members	Rubrics Decision Making Identifies Alternative Identifies Criteria Applies Criteria to alternatives Evaluates results and takes corrective action Planning, Plan Decisions on time Goal Orientation, Meets target as planned Problem Solving Proactive Behaviour, Identifies the need to take decision in advance Takes decisions ahead of time	
Assessment criteria		

4. Efficiency: Demonstrate the ability to make effective recruitment decisions

Identifier	HR09,HR10	Course Goal - LG 2
Objective: Demonstrate the ability to make effective recruitment decisions Consistency: Demonstrate the ability to consistently make effective decisions	Academic Objective: Understand the importance of efficiency and quality in decision making	Corporate Objective: Efficiency and consistency help a manager to achieve their goals with ease and adroitness
Goal <ol style="list-style-type: none"> 1. Recruitment Efficiency % every quarter 2. Consistency in Recruitment Efficiency 3. Programs implemented to improve recruitment efficiency 		

<p>1. Recruitment Efficiency % every quarter</p> <p>Recruitment efficiency for every submission >75% then 1 else 0 If the average recruitment efficiency for the year is > 80% then 1 else 0</p> <p>Skills: Decision Making, Goal Orientation</p>		
<p>2. Consistency in Recruitment Efficiency</p> <p>If the average recruitment efficiency across all quarters consistently is > 60% then 1 else 0</p> <p>Skills: Decision Making, Planning</p>		
<p>3. Implementation of Strategic programs to impact recruitment efficiency</p> <p>If any strategic program is implemented to improve recruitment efficiency in that quarter then 1 else 0</p> <p>EDI score of current quarter (org) / EDI score of last quarter (org) > 40% and if the HR intervention by implementing training and welfare programs is > 60% of the 40% increase then 1 else 0</p> <p>Skills: Decision Making, Problem Solving, Proactive Behaviour</p>		
<p>Professional skills measured: Decision Making Goal Orientation Planning, Problem Solving Proactive Behaviour,</p>	<p>Rubrics</p> <p>Decision Making Identifies Alternative Identifies Criteria Applies Criteria to alternatives Evaluates results and takes corrective action</p> <p>Planning, Plan for contingencies Evaluates results and incorporates in plan</p> <p>Goal Orientation, Meets target as planned</p> <p>Problem Solving Proactive Behaviour, Identifies the need to take decision in advance Takes decisions ahead of time</p>	
<p>Assessment criteria</p>		

Capacity Building: Demonstrate the ability to proactively build capacity in anticipation of future requirements

Identifier	HR11, HR 20	Course Goal - LG 2
<p>Objective: Demonstrate the ability to proactively build capacity in anticipation of future requirements</p> <p>Evaluate the impact of decisions on other departments and make necessary corrective actions</p>	<p>Academic Objective: Understand the importance of planning ahead of time</p>	<p>Corporate Objective: Understand the importance of proactively planning for future uncertainties</p>
<ol style="list-style-type: none"> 1. Considering attrition, is the HR person planning ahead and ensuring that there are sufficient resources 2. Understanding the patterns of submission of the marketing person, is the HR person planning ahead of time 3. Considering the pattern of the operations person, if the HR person planning ahead of time 		

1. Considering attrition, is the HR person planning ahead and ensuring that there are sufficient resources

No of resource planned for the quarter (MKT+ OPS) - A (e.g 100)

No of resources in Mkt+Ops in the quarter - B

No of resource required as per the submission made by Mkt & Ops - C

A>B

If there any shortfall or rejection in MKT & OPS - Yes (first submission)

Is there a recruitment submission by the HR to take corrective action and to build the capacity of the team - Yes/ No. If yes then 1 else 0

After the recruitment submission is there any shortfall or rejection in MKT & OPS - Yes (second submission) - Yes/ No. If yes then 1 else 0

******Requirement - When the Ops and Mkt and submitting and if there is any shortfall, they would receive a popup, asking them to raise an indent to HR. Then automatically HR would get to know that during submission there has been a shortfall**

Skills - Proactive behaviour, Decision Making, Planning

A<B and B/A is <= 40%

If there any shortfall or rejection in MKT & OPS - Yes (Poor planning in the part of Marketing, but HR has built capacity) then 0 for Mkt and 1 for HR

A<B and B/A is > 40%

If there any shortfall or rejection in MKT & OPS - Yes (Poor planning in the part of Marketing, but HR has built capacity) then 0 for Mkt and 0 for HR

Skills - Proactive behaviour, Decision Making, Planning

A<B and B/A is < 40%

If there any shortfall or rejection in MKT & OPS - NO (Do not check for this use case)

Skills - Proactive behaviour, Decision Making, Planning

A=B

If there any shortfall or rejection in MKT & OPS - Yes (Poor timing of submission by Mkt or Ops) then for Mkt/ ops it would be 0

If C > A 50% of the time (Mkt and Ops are not sticking to their plan) and C > B (Shortfall/ Rejection) then 0

If C > A 50% of the time (Mkt and Ops are not sticking to their plan) and C <= B then 1

Skills - Proactive behaviour, Decision Making, Planning, Problem Solving

Professional skills measured: Decision Making Planning, Problem Solving Proactive Behaviour,	Rubrics Decision Making Identifies Alternative Identifies Criteria Applies Criteria to alternatives Evaluates results and takes corrective action Planning, Plan for contingencies Evaluates results and incorporates in plan Problem Solving Proactive Behaviour, Identifies the need to take decision in advance Takes decisions ahead of time	
Assessment criteria		

Dynamic Decision Making: Demonstrate the ability to dynamically make alterations to the stated plan in the event of a change in the environment

Identifier	HR12, HR 19, HR 20	Course Goal - LG 6
Objective: Demonstrate the ability to dynamically make alterations to the stated plan in the event of a change in the environment Evaluate the impact of decisions on other departments and make necessary corrective actions Evaluate amongst various options to training programs, welfare programs, strategic programs and implement the in appropriate and timely manner	Academic Objective:	Corporate Objective: Dynamic Decision Making
Goal 1. If the planned value and actual value are equal and the % utilisation is equal to 100 then if the HR proactively recruits people then, they are dynamically taking decisions 2. Maintain EDI score of departments		

Sales and Operations Department Recruitment

1. No of resource planned in sales department - A
2. No of resource planned in operations department - B
3. No of resource recruited in sales Department - C
4. No of resource in operations department - D
5. % utilisation of resource in sales department - E
6. % utilisation in operations department - F
7. If A=C and If E = 100% and the HR is recruiting more in Sales dept in the quarter proactively then 1 else 0
8. If B=D and If F = 100% and the HR is recruiting more in Operations dept in the quarter proactively then 1 else 0

Skills - Decision Making, Problem Solving, Goal Orientation
EDI Score

(Current EDI score of a dept (Mkt, Ops, HR....n)) - (Previous value EDI score of a dept (Mkt, Ops, HR....n))
 - [checking every move] below the critical score, then is the HR initiating Training or welfare programs if yes then 1 else 0

Skills - Decision Making, Problem Solving, Proactive Behaviour

Professional skills measured: Decision Making Goal Orientation Problem Solving Proactive Behaviour,	Rubrics Decision Making Identifies Alternative Identifies Criteria Applies Criteria to alternatives Evaluates results and takes corrective action Problem Solving Proactive Behaviour, Identifies the need to take decision in advance Takes decisions ahead of time Goal Orientation Meets target as planned	
Assessment criteria		

Problem Solving: Demonstrate the ability to solve problems of attritions

Identifier	HR15, HR 18	Course Goal - LG 8
Objective: Problem Solving: Demonstrate the ability to solve problems of attritions Display evidence of analysing the impact of organisational politics and employ suitable methods to curb attrition	Academic Objective:	Corporate Objective: Demonstrate Problem solving ability

1. Manage Attritions		
Attrition Due to EDI - Department wise If attrition due to EDI is =>30% then 0 else 1 Skills: Decision Making, Problem Solving Solutions to Attrition - Department wise If attrition due to EDI is =>30% and in that quarter if the HR has improved EDI of the department then 1 else 0 Skills: Proactive Behaviour, Problem Solving Attrition due to promotion If Attrition due to promotion in a year is => 30% then 0 else 1 Skills: Decision Making		
Professional skills measured: Decision Making Problem Solving Proactive Behaviour,	Rubrics Decision Making Identifies Alternative Identifies Criteria Applies Criteria to alternatives Evaluates results and takes corrective action Problem Solving Proactive Behaviour, Identifies the need to take decision in advance Takes decisions ahead of time	
Assessment criteria		

Team Work: Demonstrate the ability to contribute to overall team performance

Identifier	HR16, HR 21	Course Goal - LG 8
Objective: Problem Solving: Team Work: Demonstrate the ability to contribute to overall team performance	Academic Objective:	Corporate Objective: Demonstrate teamwork ability
1. Feedback from other departments on contribution of the player who assumes the role of HR		
Business Logic		
1. In 360 degree feedback, the count of positive feedbacks received from other players with regards to the team working ability and leadership of the HR player		
Professional skills measured: Team Work leadership Skills		
Assessment criteria		