

Code No: **21BA2T2****I MBA - II Semester - Regular / Supplementary Examinations
JULY 2024****HUMAN RESOURCE MANAGEMENT**

Duration: 3 Hours

Max. Marks: 70

- Note: 1. This question paper contains three Parts-A, Part-B and Part-C.
2. Part-A contains 8 short answer questions. Answer any **Five** Questions.
Each Question carries 2 Marks.
3. Part-B contains 5 essay questions with an internal choice from each unit.
Each Question carries 10 marks.
4. Part-C contains one Case Study for 10 Marks.
5. All parts of Question paper must be answered in one place

BL – Blooms Level

CO – Course Outcome

PART - A

		BL	CO
1. a)	Describe the role of HRM in employee training and development.	L2	CO1
1. b)	Define the scope of HRM.	L1	CO1
1. c)	Explain the concept of internal and external recruitment.	L2	CO2
1. d)	Illustrate the importance of organizations to periodically update job analyses.	L3	CO2
1. e)	Explain the role of feedback in the performance appraisal process.	L2	CO3
1. f)	Illustrate the benefits of providing training opportunities to employees.	L3	CO3
1. g)	Define job evaluation and why is it important in Human Resource Management?	L1	CO4
1. h)	Classify HR audit and why is it conducted in organizations?	L3	CO5

PART – B

			BL	CO	Max. Marks
<u>UNIT – I</u>					
2.	a)	Collect the key milestones in the evolution of Human Resource Management from its traditional personnel management roots to its strategic role in modern organizations.	L3	CO1	5 M
	b)	Differentiate the essential qualities and skills required for an effective HR manager in today's dynamic business environment. How do these qualities contribute to the overall success of HR functions within an organization?	L3	CO1	5 M
OR					
3.	a)	Explain two emerging trends in HRM that are reshaping the way organizations manage their workforce. How do these trends impact HR practices and strategies?	L4	CO1	5 M
	b)	Compare two strategic HRM models. Discuss their key components, approaches to managing human resources and their effectiveness in driving organizational performance.	L2	CO1	5 M
<u>UNIT – II</u>					
4.	a)	Demonstrate the internal and external factors that influence HR planning within organizations. How do these factors impact the effectiveness of HR planning processes?	L3	CO2	5 M

	b)	Explain the importance of job analysis in HRM. Discuss three methods of job analysis and their respective strengths and weaknesses in capturing job-related information accurately.	L2	CO2	5 M
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OR

5.	a)	Classify three internal and three external factors that influence recruitment strategies in organizations. How do these factors shape recruitment decisions and practices?	L2	CO2	5 M
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	b)	Explain five different sources of recruitment commonly used by organizations. Compare their effectiveness in attracting qualified candidates, considering factors such as cost, time and quality of hires.	L2	CO2	5 M
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UNIT-III

6.	a)	Outline the steps involved in designing and implementing an effective training program within an organization. How does each step contribute to the overall success of the training initiative?	L4	CO3	5 M
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	b)	Compare three common methods used in performance appraisal, such as graphic rating scales, 360-degree feedback and management by objectives. In terms of their applicability, advantages and limitations.	L4	CO3	5 M
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OR

7.	a)	Explain how organizations can evaluate the effectiveness of their training programs. Discuss at least three key performance indicators (KPIs) commonly used to measure training effectiveness.	L4	CO3	5 M
	b)	Justify the relative advantages and disadvantages of narrative appraisal, forced distribution and critical incident techniques as methods of performance appraisal. Provide examples of situations in which each method would be most appropriate.	L4	CO3	5 M
<u>UNIT – IV</u>					
8.	a)	Justify the concept of a wage structure and its significance in compensation management.	L2	CO4	5 M
	b)	Demonstrate the process of job evaluation and its role in establishing a fair and equitable wage system within organizations.	L3	CO4	5 M
OR					
9.	a)	Compare piece-rate pay, commission-based pay and profit-sharing schemes as incentive payment systems.	L2	CO4	5 M
	b)	Discuss the key elements of a safety and welfare management program in organizations.	L2	CO4	5 M

UNIT – V

10.	a)	Discuss the role of trade unions in the workplace and their significance in industrial relations.	L2	CO5	5 M
	b)	Justify the purpose and objectives of an HR audit. Discuss the key areas typically covered in an HR audit and conducting regular audits can benefit organizations in improving HR practices.	L4	CO5	5 M
OR					
11.	a)	Estimate three different methods used for implementing HR Information Systems (HRIS) in organizations, such as in-house development, commercial off-the-shelf (COTS) solutions and Software as a Service (SaaS) platforms. Compare these methods in terms of cost, customization, scalability and ease of implementation.	L2	CO5	5 M
	b)	Analyze three challenges that organizations may face during the collective bargaining process. How can HR managers effectively navigate these challenges to achieve mutually beneficial agreements with trade unions?	L4	CO5	5 M

PART –C

		BL	CO	Max. Marks
12.	<p>Case Study: Implementing a Performance Appraisal System</p> <p>ABC Corporation, a mid-sized technology company, has recently faced challenges with employee motivation and performance. The company's leadership recognizes the need for a formal performance appraisal system to provide feedback, set goals, and improve employee engagement.</p> <p>Background:</p> <p>ABC Corporation has grown rapidly in recent years, expanding its workforce and operations. However, this growth has led to a lack of clarity around employee expectations, limited opportunities for career advancement, and inconsistencies in performance evaluation.</p> <p>Issues:</p> <p>Lack of Feedback: Employees feel uncertain about their performance due to the absence of regular feedback from managers.</p> <p>Subjectivity: Performance evaluations are often based on subjective judgments rather than clear, objective criteria.</p>	L4	CO5	10 M

	<p>Unequal Treatment: Some employees perceive favoritism in performance evaluations, leading to dissatisfaction and decreased morale.</p> <p>Goal Setting: There is no structured process for setting performance goals, hindering employees' ability to align their efforts with organizational objectives.</p> <p>a) Develop a formal performance appraisal system address the issue of insufficient feedback?</p> <p>b) Formulate the challenges arising from the lack of a structured.</p>			
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