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Course Code

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Second Semester MBA Degree Examinations, August/September 2025

HUMAN RESOURCE MANAGEMENT

Duration: 3 hrs

Max. Marks: 100

- Note:** 1. Answer any **FOUR** full questions from Question No. 1 to 7.
 2. Question No. 8 is compulsory
 3. Missing data, if any, may be suitably assumed

<u>Q. No</u>	<u>Question</u>	<u>Marks</u>	<u>(RBT:CO:PO)</u>
1. a.	Define human resource management and state its importance.	03	(1:1:1)
b.	Explain the evolution of HRM and how it differs from personnel management.	07	(2:1:2)
c.	Describe any two models of HRM and evaluate their relevance in Indian organizations.	10	(2:5:5)
2. a.	What is Human Resource Planning (HRP)?	03	(1:2:2)
b.	Discuss the steps involved in the HRP process.	07	(2:2:2)
c.	Explain the selection process in detail. What are the types of selection tests used by companies?	10	(2:2:2)
3. a.	What is the need for training in an organization?	03	(1:2:2)
b.	Explain different methods of training used in modern organizations.	07	(2:2:2)
c.	Describe the training need analysis and how a training program is designed.	10	(2:2:2)
4. a.	Define compensation.	03	(1:3:3)
b.	Explain the factors influencing compensation and methods of establishing pay rates.	07	(2:3:3)
c.	Describe the performance management process. How does it differ from performance appraisal?	10	(2:3:3)
5. a.	What are the key features of industrial relations?	03	(1:3:3)
b.	Discuss the approaches to industrial relations and its actors in Indian context.	07	(2:3:3)
c.	Explain the objectives of performance management. Discuss the future of performance appraisal systems.	10	(2:3:3)
6. a.	What is SME?	03	(1:4:4)
b.	Describe the differences in HRM practices between SMEs and large firms in India.	07	(4:4:4)

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| | c. | How does HRM impact service quality in the service sector? Compare with manufacturing sector. | 10 | (4:4:4) |
| 7. | a. | What is HRIS? | 03 | (1:5:5) |
| | b. | Explain the implementation steps and limitations of HRIS. | 07 | (2:5:5) |
| | c. | Discuss future trends in HRM, such as hybrid work, people analytics, and diversity and inclusion. | 10 | (4:5:5) |

8. **Case Study**

Green Roots Agro Ltd., a sustainable agriculture startup based in Pune, has gained recognition for promoting organic farming practices and working closely with rural communities. Over the past two years, the company expanded its operations to multiple states, leading to a sharp rise in the number of employees—from just 30 to over 200. However, this rapid expansion has brought several HR challenges. Field officers and agronomists deployed in rural regions report a lack of proper induction, training, and communication from the head office. The HR department, still operating with minimal resources, is struggling to implement uniform HR policies across locations.

Moreover, there is no structured system for career progression, performance appraisal, or employee engagement-especially for those in remote areas. As a result, employee morale is dropping, and attrition rates are increasing, particularly among experienced field staff. Senior management has now acknowledged the urgent need for a robust HR framework that not only supports business growth but also aligns with the company's inclusive and sustainable values.

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| | a. | Identify the HRM issues Green Roots Agro Ltd. is experiencing and suggest solutions related to induction, training, and employee retention. | 10 | (4:2:2) |
| | b. | Propose a strategy to implement a consistent HR policy and performance management system across geographically dispersed teams. | 10 | (4:2:2) |

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