

**BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT**

(Autonomous Institute under Visvesvaraya Technological University, Belagavi)

USN 

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Course Code 

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| M | B | A | 2 | 0 | 1 |
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Second Semester MBA Degree Examinations, August 2026

**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.        | Illustrate any three functions of HRM in hotel industry.                                                                                                                   | 03           | (3:1:1)            |
| b.           | Apply your understanding of HR challenges to design strategies that an HR manager can use to handle effective recruitment and selection for a growing IT company.          | 07           | (3:2:2)            |
| c.           | Analyse various types of performance rating systems.                                                                                                                       | 10           | (4:3:3)            |
| 2. a.        | Illustrate the impact of weak adoption of HRM in SMEs.                                                                                                                     | 03           | (3:5:5)            |
| b.           | Distinguish between HRM and HRD.                                                                                                                                           | 07           | (2:1:1)            |
| c.           | Apply the steps of HRP to develop a staffing plan for a company launching a new product line.                                                                              | 10           | (3:2:2)            |
| 3. a.        | Illustrate any 3 common problems of performance appraisal in an organization.                                                                                              | 03           | (3:3:3)            |
| b.           | Discuss the process of job analysis with an example                                                                                                                        | 07           | (2:2:2)            |
| c.           | Apply your understanding of the total rewards system to suggest how the organization can redesign its compensation package to improve employee satisfaction and retention. | 10           | (3:3:3)            |
| 4. a.        | Use the knowledge of selection process to identify three critical factors a retail company should consider when hiring a sales person.                                     | 03           | (3:2:2)            |
| b.           | Apply the knowledge of training and development programs to improve career development of employees in an organization.                                                    | 07           | (3:3:3)            |
| c.           | Apply the performance management process to design a simple appraisal system for a newly established retail company.                                                       | 10           | (3:3:3)            |
| 5. a.        | List out the HR competencies required for an IT industry.                                                                                                                  | 03           | (3:1:1)            |
| b.           | Compare HRM practices in service sector vs. manufacturing sector.                                                                                                          | 07           | (4:4:4)            |
| c.           | Analyse factors affecting the innovation process in an automobile organisation.                                                                                            | 10           | (4:5:5)            |
| 6. a.        | Discuss the meaning of diversity and inclusion in workforce with an example.                                                                                               | 03           | (2:5:5)            |

**Note: (RBT - Revised Bloom's Taxonomy Level: CO - Course Outcome: PO - Programme Outcome)**

|       |                                                                                |    |         |
|-------|--------------------------------------------------------------------------------|----|---------|
| b.    | Analyse current trends in human resource management.                           | 07 | (4:5:5) |
| c.    | Analyse applications database concepts in HRIS.                                | 10 | (4:5:5) |
| 7. a. | Illustrate 'Internal mobility' with an example.                                | 03 | (3:2:2) |
| b.    | Analyse the factors influencing human resource management.                     | 07 | (4:1:1) |
| c.    | Analyse the correlation between human resource management and service quality. | 10 | (4:4:4) |

## 8. Case Study

Mr. Chris Crishna, a brilliant engineer with a brilliant academic record was recently promoted as manager of the engineering section of a leading company engaged in the manufacture records as a design engineer were excellent. He has developed two new models of cars which were a big success in the market. Mr. Crishna was also popular with everyone in the engineering department. Through his 10-year service in the company, Mr. Crishna kept himself up dated with latest developments in his area for specialization by attending seminars and workshops, and also by reading valuable material in magazines and journals. Due to his engineering experience, and creativity, and his ability' to get along with others, the top management was promoted to promote Mr. Crishna to the post of the Engineering Section. In the initial stages, as a manager, Mr. Crishna experienced considerable difficulties to manage and supervise the working of 20 engineers who were working under him. Mr. Crishna continued to be very much involved with research and design of cars, and even worked for long hours than before. As a result of his preoccupation with research and design, Mr. Crishna did not found much time to provide the necessary guidance and direction to the engineers, and coordination of activities in engineering department. The engineers in his department felt that Mr. Crishna is overly engaging himself in routine engineering activities rather than managing the department. One of the senior engineers reportedly told Mr. Crishna approached his superior to discuss the problems, which he was facing regarding the management of his sections, so as to improve his skills of managing people.

|    |                                                                       |    |         |
|----|-----------------------------------------------------------------------|----|---------|
| a. | What is the basic problem, which Mr. Crishna was facing as a manager? | 10 | (3:1:3) |
| b. | How does being a manager differ from being an engineer?               | 10 | (3:1:3) |

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