

Code No: **24BA2T2**

**I MBA - II Semester – Regular / Supplementary Examinations
JULY 2026**

HUMAN RESOURCE MANAGEMENT

Duration: 3 Hours

Max. Marks: 70

Note: 1. This question paper contains two Parts: Part-A and Part-B.

2. Part-A contains 5 essay questions with an internal choice from each unit.
Each Question carries 12 marks.

3. Part-B contains one Case Study for 10 Marks.

4. All parts of Question paper must be answered in one place

BL – Blooms Level

CO – Course Outcome

PART - A

			BL	CO	Max. Marks
<u>UNIT – I</u>					
1.	a)	Discuss on Human Resource Management Model.	L2	CO1	6 M
	b)	Explain the scope of HRM in the leveraging technological era.	L2	CO1	6 M
OR					
2.	a)	Define HRM and Explain the role of HR in Organization.	L1	CO1	6 M
	b)	Discuss the impact of emerging trends in Human Resource Management.	L2	CO1	6 M
<u>UNIT – II</u>					
3.	a)	Illustrate the techniques involved in Job Design.	L3	CO2	6 M

	b)	Explain the importance of Job Analysis in designing the Job.	L2	CO2	6 M
OR					
4.	a)	Explain the factors influencing the Recruitment System.	L2	CO2	6 M
	b)	Analyze the purpose of Induction Programme.	L4	CO2	6 M
<u>UNIT-III</u>					
5.	a)	Explain the Patrick's Training Evaluation Model.	L2	CO3	6 M
	b)	Explain various methods of Performance Appraisal.	L2	CO3	6 M
OR					
6.	a)	Elucidate the Development and Administration of an Appraisal System.	L3	CO3	6 M
	b)	Explain the methods of Training Programme.	L2	CO3	6 M
<u>UNIT – IV</u>					
7.	a)	Illustrate the Determinants of Payment of Wages.	L3	CO4	6 M
	b)	Brief about the Welfare Management practices.	L2	CO4	6 M
OR					
8.	a)	Describe the various statutory and non-statutory welfare management measures.	L2	CO4	6 M
	b)	Demonstrate Incentive Payment System.	L3	CO4	6 M
<u>UNIT – V</u>					
9.	a)	Explain the role of Trade Unions in Industrial Relations.	L2	CO5	6 M

	b)	Describe the Factors contributing to good Quality of Work Life.	L2	CO5	6 M
OR					
10.	a)	Describe in brief the objectives of collective bargaining.	L2	CO5	6 M
	b)	Explain how to create a safer workplace conduct.	L4	CO5	6 M

PART – B

11.	CASE STUDY	L2	CO2	10 M
Amar, the HR Head of QNC Inc (a Manufacturing organization), is designing a recruitment plan for his organization, which is in the expansion mode. Amar and his team find that creating a pool of talented candidates is tricky in manufacturing sector and they are exploring several sources of recruitment. Further for the recruitment at the top management position, vacancy needs to be filled immediately and there is not much time for training also, as the operations needs to begin. (a) Identify the problem, the Amar and his team is facing. (2.5 M) (b) Discuss the different sources of recruitment that Amar and his team can opt for in this scenario. (2.5 M) (c) Regarding the recruitment at the top management level which source of recruitment Amar and his team should opt for? Justify your answer. (5 M)				

Code No: 24BA2T1

IMBA-II Semester- Regular Examinations June, 2026**Human Resource Management****Duration: 3 Hours****Max. Marks: 70****Note:**

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2. Part-A contains 5 short answer questions. Answer any Five Questions. Each Question carries 12 Marks.
3. Part-B contains one Case Study for 10 Marks.
4. All parts of Question paper must be answered in one place

SCHEME OF VALUATION

PART – A (5 x 12 = 60 Marks)			
UNIT-I			
1.	(a)	Meaning of Human Resource Management	2 M
		Human Resource Management Model.	4 M
	(b)	Meaning of Human Resource Management	2 M
		Explain the scope of HRM in the leveraging technological era.	4 M
2.	(a)	Define HRM	2 M
		Role of HR in Organization.	4 M
	(b)	Meaning of Human Resource Management	2 M
		Emerging trends in Human Resource Management.	4 M
3.	(a)	Meaning of Job design	2 M
		Techniques involved in Job Design.	4 M
	(b)	Meaning of job analysis	2 M
		Importance of Job Analysis in designing the Job.	4 M
4.	(a)	Meaning of recruitment	2 M
		Factors influencing the Recruitment System.	4 M
	(b)	Meaning of Induction Programme	2 M
		Purpose of Induction Programme.	4 M

5.	(a)	Meaning of Training evaluation	2 M
		Patrick's Training Evaluation Model.	4 M
	(b)	Meaning of performance appraisal	2 M
		Methods of Performance Appraisal.	4 M
6.	(a)	Meaning of appraisal	2 M
		Development Administration of an Appraisal System. And administration of appraisal system	4 M
	(b)	Meaning of Training Programme.	2 M
		Explain the methods of Training Programme.	4 M
7.	(a)	Meaning of wages	2 M
		Determinants of Payment of Wages.	4 M
	(b)	Meaning of Welfare Management practices.	2 M
		Brief about the Welfare Management practices.	4 M
8.	(a)	Meaning of statutory and non-statutory welfare	2 M
		various statutory and non-statutory welfare management measures.	4 M
	(b)	Meaning of incentive payment system	2 M
		Demonstrate Incentive Payment System.	4 M
9.	(a)	Meaning of trade union	2 M
		role of Trade Unions in Industrial Relations.	4 M
	(b)	Meaning of Quality of Work Life.	2 M
		Factors contributing to good Quality of Work Life.	4 M
10.	(a)	Meaning of collective bargaining	2 M
		Objectives of collective bargaining.	4 M
	(b)	Meaning of safe workplace	2 M
		Explain how to create a safer workplace conduct.	4 M
PART – B (1 x 10 = 10 Marks)			
11.		As a whole	10 M

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SCHEME OF VALUATION

PART – A (5 x 12 = 60 Marks)			
UNIT-I			
1.	(a)	Meaning of Human Resource Management	
		Edwin B. Flippo "Human Resource Management is the planning, organizing, directing, and controlling of the procurement, development, compensation, integration, maintenance, and separation of human resources to the end that individual, organizational, and societal objectives are accomplished."	2 M
		Human Resource Management (HRM) is the process of planning, recruiting, selecting, developing, motivating, compensating, and maintaining an organization's workforce to achieve both organizational and individual goals effectively and efficiently.	
		Human Resource Management Model. 1. The Fombrun, 2. The Harvard, 3. The Guest, and 4. The Warwick.	4 M

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	(b)	Explain the scope of HRM in the leveraging technological era. Fig. 1.1: Scope of HRM	4 M
2.	(a)	Define HRM Edwin B. Flippo "Human Resource Management is the planning, organizing, directing, and controlling of the procurement, development, compensation, integration, maintenance, and separation of human resources to the end that individual, organizational, and societal objectives are accomplished." Human Resource Management (HRM) is the process of planning, recruiting, selecting, developing, motivating, compensating, and maintaining	2 M

	an organization's workforce to achieve both organizational and individual goals effectively and efficiently.	
	Role of HR in Organization. • Human Resource Planning. • Recruitment and Selection. • Training and Development. • Performance Management and Appraisal. • Compensation and Benefits Administration. • Employee Welfare and Well-being. • Industrial Relations and Trade Union Management. • Employee Engagement and Motivation. • Talent Management and Succession Planning. • Career Planning and Development. • Workplace Health and Safety Management. • Conflict and Grievance Management.	4 M
(b)	Meaning of Human Resource Management Edwin B. Flippo "Human Resource Management is the planning, organizing, directing, and controlling of the procurement, development, compensation, integration, maintenance, and separation of human resources to the end that individual, organizational, and societal objectives are accomplished." Human Resource Management (HRM) is the process of planning, recruiting, selecting, developing, motivating, compensating, and maintaining an organization's workforce to achieve both organizational and individual goals effectively and efficiently.	2 M
	Emerging trends in Human Resource Management. • AI and Automation in HR • Employee Well-being and Mental Health • Hybrid and Remote Work Management • Data-Driven Decision Making (People Analytics)	4 M

		• Skill-Based Hiring and Development • Focus on Diversity, Equity, Inclusion, and Belonging (DEIB) • Employee Experience (EX) Optimization • Gig Economy and Flexible Workforce • Continuous Learning & Upskilling	
3.		Meaning of Job design Job design is the strategic process of structuring tasks, duties, and responsibilities into a cohesive unit of work to boost organizational performance and employee satisfaction.	2 M
	(a)	Techniques involved in Job Design. 	4 M
	(b)	Meaning of job analysis * Job analysis is a systematic process of collecting, analyzing, and documenting detailed information about a job's duties, responsibilities, necessary skills, outcomes, and working conditions. * Job Analysis is a systematic and comprehensive process of studying and evaluating job positions to obtain detailed information and characteristics of the jobs. * It involves collecting, analysing, and interpreting data and information related to specific job roles , including responsibilities, tasks, skills, knowledge, experience, work environment, ability, and qualification requirements.	2 M

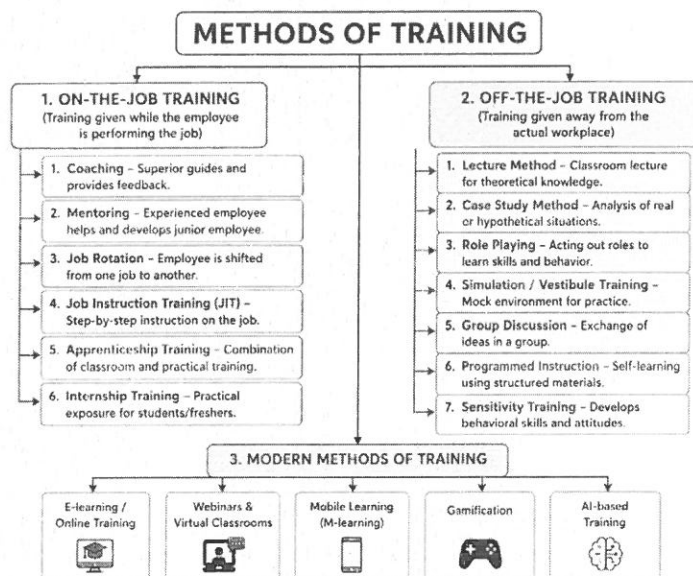
		Importance of Job Analysis in designing the Job. • To Assist Human Resource Planning • To Facilitate Recruitment And Selection Process • To Determine Training Needs • To Prepare Job Description And Job Specification Reports • To Help In Job Evaluation • To Fix Wage And Salary • To Make Healthy Working Environment	4 M
		Meaning of recruitment * "Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization." - Edwin B. Flippo. * "Recruitment is the process of finding and attracting capable applicants for employment." - William B. Werther & Keith Davis * "Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in an organization." - C.B. Mamoria	2 M
4.	(a)	Factors influencing the Recruitment System. Factors Influencing Recruitment External Factors Political and Legal Technological Socio-Economic Supply and Demand Labor Market Organization's Image Internal Factors Recruitment Policy Size of Business Unit Cost of Acquisition Growth Opportunities Working Conditions Effective Human Resource Planning	4 M

	(b)	Meaning of Induction Programme * After the selection process is completed, the next important step in human resource management is the introduction of the employee into the organization, commonly known as placement and induction (or orientation).	2 M
		Purpose of Induction Programme. Objectives of Introduction : 1. To familiarize the employee with the organization's structure, culture, and rules. 2. To reduce anxiety and confusion of the new employee. 3. To clarify job roles and responsibilities clearly. 4. To develop confidence and motivation among employees. 5. To promote effective integration into the work group. 6. To improve employee performance from the beginning. 7. To reduce employee turnover and absenteeism.	4 M
5.	(a)	Meaning of Training evaluation "Training is the act of increasing the knowledge and skills of an employee for doing a particular job." - Edwin B. Flippo "Training is the organized procedure by which people learn knowledge and/or skill for a definite purpose." - Dale S. Beach "Training is the process of teaching new or current employees the basic skills they need to perform their jobs." -Gary Dessler	2 M
		Patrick's Training Evaluation Model. According to Donald L. Kirkpatrick, "The purpose of training evaluation is to determine the effectiveness of a training program by measuring participants' reactions, learning, behavior, and organizational results."	4 M

	A. KIRKPATRICK MODEL (Four Levels) Level 1 Reaction  Measures trainees' satisfaction Tools: feedback forms, surveys Level 2 Learning  Measures knowledge/skill gained Tools: tests, quizzes Level 3 Behaviour  Measures change in job behaviour Tools: observation, performance appraisal Level 4 Results  Measures organizational impact Example: increased productivity, reduced costs																									
	Meaning of performance appraisal Edwin B. Flippo, "Performance appraisal is a systematic, periodic and so far as humanly possible, an impartial rating of an employee's excellence in matters pertaining to his present job and to his potentialities for a better job." According to Beach – "Performance appraisal evaluates systematically performance of individual with regard to his or her performance on the job and his potential for development."	2 M																								
(b)	Methods of Performance Appraisal. <table><tr><th>Traditional Methods</th><th>Modern Methods</th></tr><tr><td>1. Ranking method</td><td>1. Management by Objectives (MBO)</td></tr><tr><td>2. Paired comparison</td><td>2. Behaviourally anchored rating scales</td></tr><tr><td>3. Grading</td><td>3. Assessment centres</td></tr><tr><td>4. Forced distribution method</td><td>4. 360-degree appraisal</td></tr><tr><td>5. Forced choice method</td><td>5. Cost accounting method</td></tr><tr><td>6. Checklist method</td><td></td></tr><tr><td>7. Critical incidents method</td><td></td></tr><tr><td>8. Graphic scale method</td><td></td></tr><tr><td>9. Essay method</td><td></td></tr><tr><td>10. Field review method</td><td></td></tr><tr><td>11. Confidential report</td><td></td></tr></table>	Traditional Methods	Modern Methods	1. Ranking method	1. Management by Objectives (MBO)	2. Paired comparison	2. Behaviourally anchored rating scales	3. Grading	3. Assessment centres	4. Forced distribution method	4. 360-degree appraisal	5. Forced choice method	5. Cost accounting method	6. Checklist method		7. Critical incidents method		8. Graphic scale method		9. Essay method		10. Field review method		11. Confidential report		4 M
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	(a)	Development Administration of an Appraisal System. And administration of appraisal system A Performance Appraisal System is a structured process used by organizations to evaluate employees' job performance, identify strengths and weaknesses, provide feedback, and support decisions related to promotions, training, compensation, and career development. An effective appraisal system consists of two major stages: 1. Development of the Appraisal System 2. Administration of the Appraisal System	4 M
	(b)	Meaning of Training Programme. "Training is the act of increasing the knowledge and skills of an employee for doing a particular job." - Edwin B. Flippo "Training is the organized procedure by which people learn knowledge and/or skill for a definite purpose." - Dale S. Beach "Training is the process of teaching new or current employees the basic skills they need to perform their jobs." -Gary Dessler	2 M

Explain the methods of Training Programme.



4 M

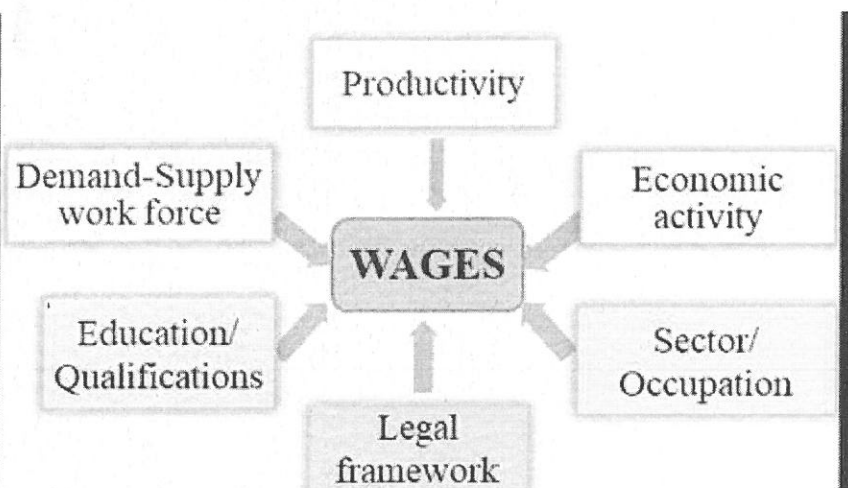
Meaning of wages

Wages are the monetary payments made by an employer to employees or workers in return for the work performed or services rendered during a specified period, such as an hour, day, or week.

Wages are generally paid to manual, skilled, semi-skilled, and unskilled workers and are often calculated based on the number of hours worked or units produced.

2 M

Determinants of Payment of Wages.



4 M

	(b)	Meaning of Welfare Management practices. International Labour Organization (ILO) "Employee welfare refers to such services, facilities and amenities established in or near the workplace that enable employees to perform their work in healthy, safe, and congenial surroundings."	2 M
		Brief about the Welfare Management practices. 1. Health and medical facility 2. Safety welfare 3. ESI 4. Provident Fund facility 5. Safty welfare 6. Canteen and Drinking water 7. Housing and transportation 8. Education and welfare facility 9. Recreation 10. Worklife balance programmes	4 M
8.	(a)	Meaning of statutory and non-statutory welfare Employee welfare refers to the various facilities, services, and amenities provided by employers to improve the physical, mental, social, and economic well-being of employees. Employee welfare measures are broadly classified into: 1. Statutory Welfare 2. Non-Statutory Welfare	2 M
		Various statutory and non-statutory welfare management measures. Examples of Statutory Welfare • Safe drinking water • Sanitation and toilet facilities • Washing facilities • First-aid facilities • Canteen (where applicable) • Restrooms and shelters • Creche facilities	4 M

	• Health and safety measures • Provident Fund (PF) • Employees' State Insurance (ESI) • Maternity benefits • Gratuity • Paid leave and holidays Examples of Non-Statutory Welfare • Medical insurance beyond statutory coverage • Transportation facilities • Housing assistance • Educational scholarships • Recreational clubs • Gymnasium and fitness centres • Employee counseling • Flexible working hours • Work-from-home facilities • Employee recognition programs • Annual family day celebrations • Free meals or snacks • Wellness and stress management programs	
(b)	Meaning of incentive payment system Edwin B. Flippo "An incentive is a reward offered to employees in addition to regular wages, to stimulate greater output or better performance." An Incentive Payment System is a compensation system in which employees receive additional payments or rewards based on their performance, productivity, efficiency, or achievement of predetermined targets. The purpose is to motivate employees to improve their performance and contribute to organizational success.	2 M
	Demonstrate Incentive Payment System. The Incentive Payment System links employee rewards with performance. Employees who exceed predetermined standards receive additional financial benefits, which motivates them to work more efficiently and contribute to higher organizational productivity. It is widely used in manufacturing, sales, banking, and service industries to improve individual and organizational	4 M

		performance.	
9.		Meaning of trade union A Trade Union is a voluntary organization of workers or employees formed to protect and promote their economic, social, and professional interests through collective action and collective bargaining with employers. Indian Trade Unions Act, 1926 "A Trade Union means any combination, whether temporary or permanent, formed primarily for regulating the relations between workmen and employers or between workmen and workmen, or between employers and employers, or for imposing restrictive conditions on the conduct of any trade or business."	2 M
	(a)	Role of Trade Unions in Industrial Relations. • Protecting employee rights • Collective bargaining • Improving wages and benefits • Ensure better working condition • Promoting welfare • Maintain industrial peace • Educating workers • Participating policy formulation • Promoting social justice	4 M
	(b)	Meaning of Quality of Work Life. • "Quality of Work Life refers to the favorableness or unfavorableness of a job environment for people." - Keith Davis and John Newstrom • "Quality of Work Life is a favorable work environment that supports and promotes employee satisfaction by providing rewards, job security, and opportunities for growth." - Dessler • QWL refers to the degree to which employees satisfy personal and professional needs through workplace experiences. • Focuses on a healthy, safe, satisfying and productive work environment.	2 M

		Factors contributing to good Quality of Work Life.	4 M
		Meaning of collective bargaining Collective Bargaining is the process of negotiation between employers (or management) and employees represented by trade unions to determine the terms and conditions of employment, such as wages, working conditions, working hours, employee benefits, and other employment-related matters. It is a democratic process that aims to achieve a mutually acceptable agreement and maintain harmonious industrial relations.	2 M
10.	(a)	• Objectives of collective bargaining. • Ensure fair wages and salaries. • Improve working conditions. • Protect employees' rights. • Promote industrial peace and harmony. • Improve employee welfare. • Strengthen employer–employee relations. • Resolve grievances and disputes. • Increase productivity and efficiency. • Encourage employee participation in management. • Promote social justice and equality.	4 M

		• Ensure job security. • Maintain healthy industrial relations.	
		Meaning of safe workplace A safe workplace is a work environment where employees are protected from accidents, injuries, occupational diseases, and other workplace hazards through appropriate safety measures, policies, training, and compliance with occupational health and safety regulations. International Labour Organization (ILO) "A safe and healthy workplace is one where hazards are identified, risks are controlled, and workers are protected from injury and illness."	2 M
	(b)	Explain how to create a safer workplace conduct. • Identify workplace hazards. • Conduct regular risk assessments. • Develop and implement safety policies. • Provide regular safety training. • Use Personal Protective Equipment (PPE). • Maintain clean and organized work areas. • Ensure proper maintenance of machinery and equipment. • Install fire safety and emergency systems. • Provide first-aid and medical facilities. • Encourage employees to report hazards. • Form workplace safety committees. • Conduct regular safety inspections and audits. • Ensure compliance with occupational health and safety laws. • Promote a safety-conscious organizational culture. • Continuously monitor and improve workplace safety practices.	4 M
PART – B (1 x 10 = 10 Marks)			
11.		As a whole	10 M

26
12
28
16