

St. Claret College

Autonomous, Bengaluru

UG END SEMESTER EXAMINATION-MAY 2025

B. COM II SEMESTER

BC 2324: HUMAN CAPITAL MANAGEMENT

TIME: 3 hours.

MAX. MARKS: 80

This paper contains THREE printed pages and FOUR parts

Instructions:

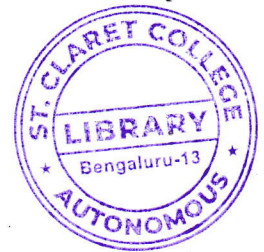
1. Verify and ensure that the question paper is completely printed.
2. Any discrepancies or questions about the exam paper must be reported to the COE within 1 hour after the examination.
3. Students must check the course title and course code before answering the questions.

PART-A

Answer ALL questions. Each answer carries ONE mark.

[10 x 1 = 10]

1. Human Resource Policies are primarily designed to:
 - a) Set guidelines for employee behavior and decision-making
 - b) Increase company profits
 - c) Determine the company's product pricing
 - d) Manage the company's financial investments
2. Human Resource Accounting helps to measure the value of:
 - a) Financial investments
 - b) Human capital or employees
 - c) Company products
 - d) Marketing strategies
3. What is the primary focus of the dynamics of employee behavior in an organization?
 - a) Managing employee salaries
 - b) Understanding and influencing employee attitudes and actions
 - c) Setting company policies
 - d) Designing office layouts
4. What is the main purpose of training and development in an organization?
 - a) To reduce employee salaries
 - b) To enhance employee skills and knowledge
 - c) To increase the number of employees
 - d) To create office policies
5. Which of the following is a key dimension of Human Resource Management (HRM)?
 - a) Marketing Strategy
 - b) Recruitment and Selection
 - c) Production Planning
 - d) Financial Forecasting



6. What is a common reason for employee transfer in an organization?
 - a) To promote work-life balance
 - b) To increase salary
 - c) To meet organizational needs or employee development
 - d) To reduce work pressure
7. The most common approach for expatriate compensation is:
 - a) Paying the same salary as local employees
 - b) Ignoring the cost of living differences
 - c) Paying lesser than the home country salary
 - d) The balance sheet approach
8. What is the main purpose of Cross-Cultural Management?
 - a) To improve company profits
 - b) To manage employee performance
 - c) To handle cultural differences in international teams
 - d) To develop HR policies for domestic employees
9. Which of the following is an example of discriminatory practices in HRM?
 - a) Providing equal pay for equal work
 - b) Offering promotions based on performance
 - c) Hiring or promoting employees based on gender, race, or age
 - d) Offering flexible working hours for all employees
10. What is a potential consequence of unfair recruitment practices in an organization?
 - a) Higher employee satisfaction
 - b) A diverse and inclusive workforce
 - c) Legal challenges and damage to reputation
 - d) Improved employee retention

PART-B

Answer any THREE questions. Each answer Carries EIGHT Marks.

[3 x 8 = 24]

11. Describe the key responsibilities and functions of a Human Resource Manager.
12. Differentiate between a job description and a job specification.
13. Examine the methods of establishing an effective control system.
14. Identify the key issues faced in international industrial relations.
15. Elucidate the ethical concerns related to unfair employee benefits and compensation plans.

PART-C

Answer any THREE questions. Each answer Carries TWELVE Marks.

[3 x 12 = 36]

16. Analyse the challenges and strategies in sourcing the right candidates.
17. Explain the external and internal sources of recruiting.
18. Outline the key stages in the selection process and the different types of interviews used in recruitment.
19. Illustrate the various methods of performance evaluation used in organizations.
20. Assess the role of cross-cultural management and global training & development in ensuring the success of international teams.

PART-D

Answer the Following Question. (Compulsory Question)

[1 x 10 = 10]

21. Company Background:

XYZ Corporation is a leading manufacturing company with 10,000 employees worldwide. Over the past few years, the company has experienced significant changes in the market, including declining sales, increased competition, and economic downturns. As a result, the company's management team decided to adopt a new strategy to streamline operations, reduce costs, and improve efficiency. This included a comprehensive Human Resource (HR) planning process to assess the current workforce and determine the need for downsizing.

The company decided to focus on downsizing as a method to reduce labor costs while maintaining operational efficiency. This decision was based on the following factors:

- Declining demand for certain products: Some of XYZ's products had become obsolete, and production was being scaled back.
- Automation: The company invested in advanced machinery and technology that required fewer employees to operate.
- Cost-cutting: To survive in the competitive market, XYZ Corporation needed to reduce its workforce and associated expenses.

HR leaders at XYZ Corporation began the downsizing process by evaluating the performance, skills, and roles of employees in various departments. The HR team worked closely with department managers to determine which roles could be eliminated and which employees could be reassigned or retrained. After implementing the downsizing plan, the company reduced its workforce by 20%, laying off 2,000 employees. The decision was difficult, and many employees were unhappy with the changes. Some employees expressed concerns over job security, while others felt that the process was not transparent.

Questions:

- a) What are the potential benefits and challenges of implementing downsizing as part of HR planning at XYZ Corporation? **(5Marks)**
- b) How could XYZ Corporation have handled the downsizing process in a more ethical and transparent manner to minimize the negative impact on employees? **(5 Marks)**
