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St. Claret College

Autonomous, Bengaluru

ROLL NO:

DATE:

PG END SEMESTER EXAMINATION-OCT/NOV 2025
MBA SECOND SEMESTER
MBA 2424 : HUMAN CAPITAL MANAGEMENT

TIME: 3 hours. **MAX. MARKS: 70**

This paper contains 02 printed pages and 04 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 SEVEN questions out of NINE. Each answer carries TWO marks. **[2x7 = 14]**

1. What is the Human Resource Philosophy?
2. Differentiate between Line and Staff functions in HRM.
3. What is the difference between Job Analysis and Job Evaluation?
4. Mention two Internal Sources of Recruitment.
5. What is the difference between Training and Development?
6. List any two methods of Management or Executive Development.
7. Define "Performance Appraisal" with its purpose.
8. Who are the main participants of Labour Law?
9. State any two key differences between SHRM and Traditional HRM.

PART-B

Answer any FOUR questions out of SIX. Each answer carries FIVE marks. **[4x5=20]**

10. Describe the roles of HR Manager. How have these roles evolved over time?
11. Describe the process of HRP and highlight any two key factors that influence it.
12. Explain Job Analysis with its Components.
13. Discuss the various methods of On-the-Job Training.
14. Define Performance Management System with its process.
15. What is HR policy? Explain its meaning and importance in managing Human Resources.

PART-C

Answer any TWO questions out of FOUR. Each answer carries TEN marks. [10X2=20]

16. Explain the steps involved in Selection Process. Discuss the need for right hiring at right place.

17. Critically analyze the role of contemporary HRD practices. Provide examples of few contemporary practices currently being implemented in organizations.

18. Explain how the Traditional Performance Appraisal methods evaluates Employee Performance.

19. How can Strategic HRM effectively incorporate Corporate Social Responsibility (CSR) initiatives into HR practices and how this integration impacts overall Organizational Performance.

PART-D

Answer the following. [16X1=16]

20. Infosys, one of India's leading IT services companies, revamped its performance appraisal system to better align with business goals and enhance employee engagement. Previously, the company followed a traditional annual review model, which led to delays in feedback, lack of transparency, and employee dissatisfaction.

To address this, Infosys introduced a continuous performance management system called iCount. This new system moved away from numeric ratings and emphasized real-time, qualitative feedback. Managers were encouraged to have regular check-ins with team members to discuss performance, set short-term goals, and identify development needs. The company also incorporated a 360-degree feedback mechanism for senior roles, allowing employees to receive input from peers, subordinates, and managers. This holistic view helped identify leadership gaps and fostered a culture of openness.

The result was improved employee satisfaction and greater alignment between individual contributions and organizational objectives. Turnover reduced in key departments, and managers reported better communication and coaching relationships with their teams. By shifting from a static annual review to a dynamic, feedback-driven model, Infosys demonstrated how strategic changes in performance appraisal can significantly impact both performance and morale.

Questions:

a) What were the key issues with Infosys' Traditional Performance Appraisal System, and how did the new iCount system address these problems? (5 Marks)
b) How does the use of 360-degree feedback enhance the effectiveness of Performance Appraisal for senior roles at Infosys? (5 Marks)
c) In what ways, the shift to a continuous Performance Management System impact employee satisfaction and organizational outcomes at Infosys? (6 Marks)