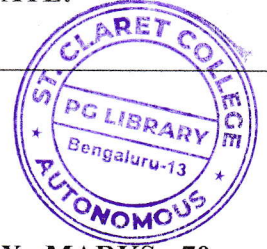


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St. Clare College
Autonomous, Bengaluru

PG END SEMESTER EXAMINATION-SEPT 2026
MBA SECOND SEMESTER
MBA 2424: HUMAN CAPITAL MANAGEMENT

ROLL NO:
DATE:



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. Define HRM with its objectives.
2. Mention two ways HRM can help attain a Competitive Advantage.
3. List two factors that influence Human Resource Planning (HRP).
4. Define Job Evaluation with its objectives.
5. Define the purpose of Orientation and Induction in an organization.
6. Mention two contemporary HRD practices used in an organizations.
7. List out the purpose for "Career Planning and Development" in an organization.
8. State any two main features of the Workmen's Compensation Act, 1923.
9. Mention any two barriers to effective Strategic HRM.

PART-B

Answer any FOUR questions out of SIX. Each answer carries FIVE marks.

[4x5=20]

10. Discuss the changing concept of HRM in India and globally. Highlight two recent trends or practices.
11. Discuss any two Internal and two External Sources of Recruitment with suitable examples.
12. Explain Job Analysis with its Process.
13. Suggest the methodology to conduct TNA in an organization.
14. Define Performance Management System with its Process.
15. Discuss the rights of an employee at workplace. How do Labour Laws ensure the protection of rights?

PART-C

Answer any TWO questions out of FOUR. Each answer carries TEN marks.

[10X2=20]

16. Discuss the concept of Human Resource Planning (HRP). Explain the key steps involved in it.
17. As a Manager-HR of a fast-growing organization, design an effective employee Induction Program that ensures a smooth transition and sets the foundation for long-term success.
18. Design and structure a Contemporary Performance Appraisal System that ensures fairness, aligns with organizational goals, and supports Employee Development?
19. Discuss how Strategic HRM can integrate CSR initiatives into HR practices and how this integration impacts overall Organizational Performance?

PART-D

Answer the following.

[16X1=16]

20. In 2021, Adobe Systems replaced its traditional annual performance review with a real-time feedback system called "Check-In." The decision was driven by employee feedback, which indicated that the old system was time-consuming, demotivating, and did not accurately reflect employee contributions throughout the year. The new system emphasized ongoing manager-employee conversations about goals, performance, and development. Managers were trained to give timely, specific feedback and work collaboratively with employees to set clear, measurable objectives. There were no numeric ratings or forced rankings.

One practical example involved a UX designer named Rahul. Under the previous system, his innovative design contributions were often overlooked during annual reviews. After the shift to Check-In, Rahul's manager gave immediate recognition for a design breakthrough that improved user engagement by 25%. This feedback not only boosted morale but also helped Rahul receive a stretch assignment within the same quarter. Adobe reported a 30% decrease in voluntary turnover and a stronger alignment between individual performance and team goals. Employees felt more valued, and managers became more involved in coaching and development. This real-time performance appraisal approach helped Adobe cultivate a culture of continuous feedback, agility, and accountability, making it a benchmark for modern HRM practices.

Questions:

- a) What were the key limitations of Adobe's Traditional Annual Performance Review System that led to the introduction of the "Check-In" Approach? (5Marks)
- b) How did the real-time Feedback System improve Employee Engagement and Retention at Adobe?(5Marks)
- c) In what ways did the "Check-In" model impact the roles and responsibilities of managers in Performance Management? (6 Marks)