

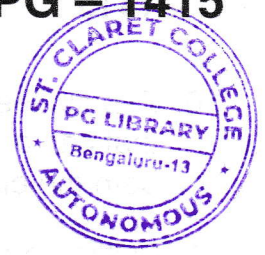


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**II Semester M.B.A. (Day and Eve.) Examination,
December 2024/January 2025
(CBCS) (2021-22 Onwards)
MANAGEMENT**

Paper – 2.4 : Human Capital Management



Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. **Each** question carries **5** marks. **(5×5=25)**

1. Explain the role of HR managers in helping organizations adapt to changing environments.
2. Discuss the difference between job design and job evaluation, and explain how each contributes to effective human resource management.
3. Identify three internal and external sources of recruitment and briefly explain the advantages of each.
4. Describe the purpose of orientation programs and outline two key elements that contribute to their effectiveness.
5. List three common methods of performance appraisal and briefly explain their relevance to evaluating employees.
6. Briefly discuss the rights of employees in the workplace.
7. Explain the importance of career planning in managing employee development and retention.

SECTION – B

Answer **any three** questions. **Each** question carries **10** marks.

(3×10=30)

8. Explain the importance of job analysis in human resource planning. Discuss how job analysis supports effective hiring decisions and workforce planning.
9. Explain the purpose of the Workmen's Compensation Act, 1923. Discuss why this Act was implemented and the objectives it seeks to achieve in protecting workers.

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10. Explain the different types of Voluntary Separation and Involuntary Separation that can occur within an organization. Discuss the implications of each type for both the employee and the organization.
11. Outline a training and development program for new team leaders in a retail organization. Describe the training objectives, methods used, and how you would evaluate the program's success.

SECTION – C

12. **Compulsory.** Case study.

(1×15=15)

Unique Funds Ltd. is a reputed finance company having 10 branches in different parts of the country. Its staff includes 290 operative employees and 70 executives. The company has a performance rating plan under which the staff members are rated at the end of each financial year by a committee of two executives by means of graphic scale. The qualities considered are : Responsibilities, Initiative, Dependability, Leadership Potential, Cooperative attitude and Community service. After the performance is evaluated, the ratings are discussed with the concerned employees by their immediate boss and are used to counsel them and arrange further training for them. The ratings are also used for granting or withholding of increments and promoting of meritorious staff.

Recently, two employees working at the Head Office have been denied annual increments due to comparatively low ratings. They have made a representation the Chief Executive of the company expressing their dissatisfaction with the appraisal system and insisting that community service is not a part of their job and it should not influence their ratings. The employees seem to organize a union and demand that annual increments should be granted automatically.

The Chief Executive feels that performance appraisal is a dangerous source of friction and it should be discontinued altogether.

Questions :

- a) If you were the Human Resource Manager, how would you defuse the problem ?
 - b) How far do you agree with the Chief Executive's view that performance appraisal should be discontinued ?
 - c) On what lines would you recommend modifications in the performance appraisal system of the company ?
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