

Faculty of Management Studies

End Semester Examination May 2025

MS5CO36 Developing People & Organization

Programme	:	MBA	Branch/Specialisation	:	Business Analytics
Duration	:	3 hours	Maximum Marks	:	60

Note: All questions are compulsory. Internal choices, if any, are indicated. Assume suitable data if necessary.
 Notations and symbols have their usual meaning.

Section 1 (Answer all question(s))				Marks CO BL
Q1. Which of the following HRM functions is most directly linked to recruitment and talent acquisition?				1 1 1
<input type="radio"/> Training and development <input type="radio"/> Employee relations		<input type="radio"/> Compensation and benefits <input checked="" type="radio"/> Job analysis and workforce planning		
Q2. How does HRM contribute to the overall strategy of an organization?				1 1 1
<input type="radio"/> By focusing only on the compensation of employees <input type="radio"/> By recruiting new employees for short-term roles		<input type="radio"/> By ensuring effective management of employee relations <input checked="" type="radio"/> By aligning the workforce's skills, development, and performance with the organization's long-term goals		
Q3. Which of the following is a key outcome of job design?				1 2 1
<input type="radio"/> Identifying the skill sets needed for a job <input checked="" type="radio"/> Structuring jobs to enhance employee motivation, satisfaction, and productivity		<input type="radio"/> Assigning employees to the job based on their qualifications <input type="radio"/> Conducting training programs for employees		
Q4. What is a key advantage of using external recruitment strategies?				1 2 1
<input type="radio"/> It increases employee motivation by promoting from within <input type="radio"/> It saves the company time and resources by hiring internally		<input checked="" type="radio"/> It brings in new perspectives and diverse skills from outside the organization <input type="radio"/> It reduces the risk of employee turnover		
Q5. What is the primary goal of performance management?				1 4 1
<input type="radio"/> To assess employee satisfaction <input type="radio"/> To conduct employee appraisals only at the end of the year		<input checked="" type="radio"/> To create a systematic approach that helps individuals and teams improve their performance and achieve organizational goals <input type="radio"/> To solely provide feedback on work behavior		
Q6. Which of the following describes the term "group dynamics"?				1 2 1
<input type="radio"/> The physical structure of a team <input type="radio"/> The rewards and recognition given to team members		<input checked="" type="radio"/> The patterns or trends that take place when individuals work together in groups <input type="radio"/> The hierarchy of leadership in a team		
Q7. Which of the following best describes the concept of organizational culture?				1 3 1
<input type="radio"/> The rules and regulations that govern the organization's operations <input checked="" type="radio"/> The accumulation of values, expectations, and practices		<input type="radio"/> The leadership style of the organization's top management <input type="radio"/> The product lines and services offered by the organization		

Q8. According to Kurt Lewin's Change Model, which of the following is the first stage in the process of change? 1 3 1

- Refreezing
- Unfreezing
- Changing
- Transitioning

Q9. Which of the following actions would violate ethical standards in Human Resource Management (HRM)? 1 6 1

- Ensuring equal opportunity in recruitment
- Enforcing a fair and transparent disciplinary process
- Promoting employees based on merit and skills
- Discriminating against a candidate based on age, gender, or race

Q10. Which of the following is a common ethical issue related to CSR? 1 6 1

- Choosing between maximizing profits and maintaining ethical standards
- Providing high salaries to all employees without performance measures
- Offering equal opportunities to stakeholders
- Offering incentives to employees who help with community engagement

Section 2 (Answer all question(s))

Marks CO BL

Q11. Explain the meaning and objectives of Human Resource Management (HRM). 2 1 1

Rubric	Marks
Meaning of Human Resource Management (HRM).	1
Objectives of Human Resource Management (HRM).	1

Q12. Explain the strategic role of Human Resource Management (HRM) in an organization. 2 1 1

Rubric	Marks
Strategic role of Human Resource Management (HRM) in an organization.	2

Q13.(a) Explain the functions of Human Resource Management (HRM) and discuss their interdependencies. 4 1 1

Rubric	Marks
Functions of HRM	2
Interdependencies among HRM Functions	2

(OR)

(b) Explain the evolution of Human Resource Management (HRM) practices over time.

Rubric	Marks
Introduction	1
Explanation of evolution of Human Resource Management (HRM) practices over time.	3

Section 3 (Answer all question(s))

Marks CO BL

Q14. What is job analysis? Explain its significance in Human Resource Management (HRM).

3 3 1

Rubric	Marks
Explanation of job analysis	1
Significance of job analysis in Human Resource Management (HRM).	2

Q15. (a) Describe various recruitment strategies with reference to social media presence? Provide examples and benefits.

5 3 1

Rubric	Marks
5 points 5 marks	5

(OR)

(b) Describe the stages of the selection process. How do each of these stages contribute to hiring the right candidate?

Rubric	Marks
Briefly define the selection process	1
Stages of Selection Process	3
Contribution to Hiring	1

Section 4 (Answer all question(s))

Marks CO BL

Q16. Describe succession planning and career development.

3 5 1

Rubric	Marks
Explanation of Succession planning	1.5
Explanation of Career development.	1.5

Q17. (a) What are the different types of performance appraisal methods? Discuss the advantages and disadvantages of each.

5 4 1

Rubric	Marks
Introduction	1
Types of Appraisal Methods	3
Advantages and Disadvantages	1

(OR)

(b) Explain the key differences between transformational and transactional leadership. How do these leadership styles impact employee motivation and organizational success?

Rubric	Marks
Key Differences between transformational and transactional leadership	3
Impact on Motivation and organizational Success	2

Section 5 (Answer all question(s))

Marks CO BL

Q18. What are the key characteristics of inclusive leadership? How do they contribute to a Positive workplace culture? 3 4 1

Rubric	Marks
Key Characteristics of inclusive leadership	2
Contribution to Workplace Culture	1

Q19. (a) Describe the common challenges organizations face in creating an inclusive culture. How can they overcome these challenges? 5 5 1

Rubric	Marks
Common challenges organizations face in creating an inclusive culture	3
Overcoming these challenges	2

(OR)

(b) What are the common reasons for resistance to change? How can managers effectively manage this resistance?

Rubric	Marks
Common reasons for resistance to change	3
Ways by which managers effectively manage this resistance	2

Section 6 (Answer any 2 question(s))

Q20. What are the key ethical considerations in Human Resource Management?

Marks CO BL
4 6 1

Rubric	Marks
Key ethical considerations in Human Resource Management.	4

Q21. What is Corporate Social Responsibility (CSR)? How can it positively impact an organization's long-term success? 4 6 1

Rubric	Marks
Definition of CSR	2
impact an Organization's long-term success	2

Q22. Why is it important for organizations to align the interests of different stakeholders? What strategies can be used to ensure this alignment? 4 6 1

Rubric	Marks
Importance of Aligning interests of different stakeholders	2
Strategies for Aligning Stakeholder Interests	2

Section 7 (Answer all question(s))

Marks CO BL

Q23. Case Study: Employee Development and Training at Bright Future Enterprises

10 3 1

BrightFuture Enterprises is a well-established marketing and advertising firm with a global presence. Over the years, the company has been known for its creative approach to advertising campaigns and its ability to stay ahead of trends in the industry. However, in recent times, BrightFuture has started facing increased competition, especially from digital marketing agencies that are leveraging newer technologies and social media platforms to gain market share.

In response to this challenge, BrightFuture's leadership decided that the company's success would depend on improving the skills of its employees, particularly in digital marketing, data analytics, and creative innovation. However, there is a gap between the current skill set of employees and the skills required to stay competitive in the evolving marketplace.

To address this, BrightFuture has rolled out a new employee development and training initiative. The company introduced several programs, such as:

Digital Marketing Workshops to help employees become proficient in the latest digital marketing tools and trends.

Leadership Training for middle management to help them navigate the transition from traditional marketing strategies to data-driven decision-making.

Online Learning Platforms offering employees access to courses on various topics such as data analytics, SEO, social media management, and software tools relevant to the marketing industry.

Despite the investment in these training programs, employee engagement and participation remain low. Many employees feel that the training sessions are not tailored to their specific needs, especially for those in specialized roles such as graphic designers and content writers. Additionally, employees report that they do not have sufficient time during working hours to dedicate to training, and there is a lack of follow-up to ensure the learning is applied in their day-to-day work. Moreover, employees in leadership positions express frustration over a lack of clear career development pathways.

Employee Development and Training Dilemma: BrightFuture Enterprises is now at a crossroads. The company wants to equip its employees with the necessary skills to keep pace with industry changes, but the current training programs are not yielding the desired outcomes. The dilemma lies in how to design and implement employee development and training programs that are meaningful, engaging, and aligned with the needs of both the company and the individual employees.

Questions:

(i) What are the main challenges that BrightFuture Enterprises is facing in its employee development and training programs?

(ii) What measures can BrightFuture take to increase employee engagement and participation in its training programs?

Rubric	Marks
introduction	1
Key Problem	1
SWOT Analysis	2
Main challenges that BrightFuture Enterprises is facing in its employee development and training programs	3
Measures that BrightFuture can take to increase employee engagement and participation in its training programs	3
