

Faculty of Management Studies

End Semester Examination May 2025

MS5CO24 Managing People & Organization

Programme	:	MBA	Branch/Specialisation	:	-
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. HRM primarily deals with managing:				1	1	1
<input type="radio"/> Capital and infrastructure						
<input checked="" type="radio"/> Human resources						
<input type="radio"/> Machines and equipment						
<input type="radio"/> Financial resources						
Q2. Which of the following is a major challenge for HRM?				1	1	1
<input checked="" type="radio"/> Managing workforce diversity						
<input type="radio"/> Avoiding employee engagement						
<input type="radio"/> Reducing training opportunities						
<input type="radio"/> Ignoring labor laws						
Q3. Which of the following is NOT a step in the HR Planning process?				1	2	1
<input type="radio"/> Analyzing workforce demand and supply						
<input checked="" type="radio"/> Implementing advertising campaigns						
<input type="radio"/> Forecasting labor needs						
<input type="radio"/> Evaluating HR strategies						
Q4. A job description provides details about:				1	2	1
<input type="radio"/> Employee benefits and salaries						
<input checked="" type="radio"/> Job duties, responsibilities and reporting structure						
<input type="radio"/> Organizational financial performance						
<input type="radio"/> Training programs for employees						
Q5. Which of the following is NOT an objective of performance appraisal?				1	2	1
<input type="radio"/> Identifying training needs						
<input checked="" type="radio"/> Determining financial statements						
<input type="radio"/> Evaluating employee productivity						
<input type="radio"/> Providing feedback for improvement						
Q6. Which of the following is an error in performance appraisal?				1	3	2
<input checked="" type="radio"/> Halo effect						
<input type="radio"/> Employee training						
<input type="radio"/> Job rotation						
<input type="radio"/> Career planning						
Q7. Compensation management refers to:				1	4	2
<input type="radio"/> Reducing employee wages						
<input checked="" type="radio"/> Managing financial and non-financial rewards for employees						
<input type="radio"/> Avoiding employee salary increments						
<input type="radio"/> Eliminating employee benefits						
Q8. Which of the following is NOT an objective of job evaluation?				1	5	1
<input type="radio"/> Determining fair wages						
<input type="radio"/> Developing job descriptions						
<input type="radio"/> Ensuring internal pay equity						
<input checked="" type="radio"/> Reducing employee skills						
Q9. Employee discipline refers to:				1	4	2
<input checked="" type="radio"/> The process of maintaining order and compliance in the workplace						
<input type="radio"/> Increasing employee turnover						
<input type="radio"/> Reducing employee motivation						
<input type="radio"/> Avoiding workplace policies						

Q10. The primary objective of collective bargaining is to:

1 5 1

- Improve working conditions and wages for employees
- Increase conflicts between employers and employees
- Reduce employee engagement
- Avoid labor unions

Section 2 (Answer all question(s))

Marks CO BL

Q11. What are the major functions of HRM?

2 1 1

Rubric	Marks
<p>The key functions of HRM are:</p> <p>Human Resource Planning (HRP):</p> <ul style="list-style-type: none">• Forecasting workforce needs to meet business demands. <p>Recruitment & Selection:</p> <ul style="list-style-type: none">• Attracting, screening, and hiring the best candidates. <p>Training & Development:</p> <ul style="list-style-type: none">• Providing learning opportunities to improve employee skills. <p>Performance Management:</p> <ul style="list-style-type: none">• Setting goals, monitoring performance, and providing feedback. <p>Compensation & Benefits:</p> <ul style="list-style-type: none">• Designing salary structures, incentives, and benefits. <p>Employee Relations:</p> <ul style="list-style-type: none">• Managing conflicts, promoting workplace harmony, and ensuring engagement.	2

Q12. (a) What are some of the emerging trends in HRM that are shaping the future of work? (any six)

6 4 1

Rubric	Marks
<p>Some key emerging trends in HRM include: (1*6)</p> <ol style="list-style-type: none"> 1. HR Analytics & AI: Using data to improve HR decision-making. 2. Remote & Hybrid Work Models: Increasing flexibility for employees. 3. Diversity, Equity & Inclusion (DEI): Ensuring a diverse workforce. 4. Employee Wellness Programs: Focusing on mental and physical well-being. 5. Gig Economy & Freelancing: Hiring short-term or project-based employees. 6. Any other point 	6

(OR)

(b) What are the essential qualifications and skills required to become an effective HR manager?

Rubric	Marks
<p>Qualifications: Marks-3</p> <ul style="list-style-type: none"> • A bachelor's or master's degree in HRM, Business Administration, or Industrial Relations. • Certifications like SHRM (Society for Human Resource Management) or PHR (Professional in Human Resources). <p>Skills Required: Marks-3</p> <ul style="list-style-type: none"> • Strong communication and interpersonal skills. • Knowledge of labor laws and compliance. 	6

Section 3 (Answer all question(s))

Q13. Define Human Resource Planning (HRP).

Marks CO BL
2 3 1

Rubric	Marks
<p>Human Resource Planning (HRP) is the process of forecasting an organization's future workforce needs and ensuring that the right number of employees with the right skills are available at the right time.</p>	2

Q14. (a) What is a job specification? How is it different from a job description?

6 3 1

Rubric	Marks
<p>A Job Specification defines the qualifications, skills, experience, and personal attributes required for a job. Marks-2</p> <p>Difference:</p> <ul style="list-style-type: none">• Job Description = What the job requires (tasks, duties, responsibilities). Marks-2• Job Specification = What the employee needs (skills, qualifications, experience). Marks-2	6

(OR)

(b) What is succession planning? Explain its importance.

Rubric	Marks
<p>Succession Planning is a strategy to identify and develop future leaders within an organization. Marks-2</p> <p>Importance: Marks-4</p> <ul style="list-style-type: none">• Ensures smooth leadership transitions.• Prevents skill gaps in key positions.• Helps in business continuity.• Encourages employee growth and internal promotions.	6

Section 4 (Answer all question(s))

Marks CO BL

2 4 1

Q15. What is performance appraisal?

Rubric	Marks
Performance Appraisal is a systematic evaluation of an employee's job performance against pre-defined criteria.	2

Q16. (a) Define Training Needs Analysis (TNA) and explain its process.

6 4 2

Rubric	Marks
<p>Training Needs Analysis (TNA) is the process of identifying gaps between employees' current skills and the skills required for their job roles.</p> <p>Process of TNA: Marks-1*6</p> <ol style="list-style-type: none"> 1. Identifying Organizational Goals: Understanding business objectives. 2. Assessing Employee Performance: Analyzing skills and competency levels. 3. Determining Training Requirements: Finding skill gaps and areas for improvement. 4. Developing Training Programs: Designing courses to enhance knowledge and skills. 5. Implementing Training: Conducting workshops, e-learning, or on-the-job training. 6. Evaluating Effectiveness: Measuring the impact of training on employee performance. 	6

(OR)

(b) Define management development. Explain its different methods.

Rubric	Marks
<p>Management Development is a structured process aimed at improving leadership and decision-making skills among managers. Marks-2</p> <p>Methods of Management Development: Marks-4</p> <ol style="list-style-type: none"> 1. On-the-Job Methods: <ul style="list-style-type: none"> • Job Rotation: Employees work in different departments to gain experience. • Coaching & Mentoring: Managers receive one-on-one guidance from senior leaders. • Action Learning: Learning through problem-solving in real business scenarios. 1. Off-the-Job Methods: <ul style="list-style-type: none"> • Case Study Method: Analyzing real-life business challenges to develop problem-solving skills. • Role-Playing & Simulations: Practicing managerial decision-making in a controlled setting. • Leadership Training Programs: Specialized workshops for enhancing leadership qualities. 	6

Section 5 (Answer all question(s))

Q17. Define job evaluation.

Marks CO BL
2 4 1

Rubric	Marks
Define Job Evaluation.	2

Rubric	Marks
<p>Wage and Salary Administration refers to the process of determining and managing employee compensation in an organization. Marks-2</p> <p>Objectives: Marks-4</p> <ol style="list-style-type: none"> 1. Ensure Fair Compensation: Provides equitable pay based on job roles. 2. Attract and Retain Talent: Helps in hiring and keeping skilled employees. 3. Comply with Legal Regulations: Ensures adherence to labor laws and minimum wage policies. 4. Improve Employee Productivity: Motivates employees to perform better. 5. Reduce Wage Disputes: Establishes transparent and structured pay scales. 6. Align with Market Standards: Keeps salaries competitive with industry norms. 	6

(OR)

(b) What are the different types of rewards and incentives?

Rubric	Marks
<p>Rewards and incentives Marks-(3+3) can be categorized into:</p> <p>1. Financial Rewards:</p> <ul style="list-style-type: none"> • Bonuses: Extra payments for outstanding performance. • Profit Sharing: Employees receive a portion of company profits. • Commission-Based Pay: Compensation linked to sales performance. • Stock Options: Employees get shares in the company as an incentive. <p>1. Non-Financial Rewards:</p> <ul style="list-style-type: none"> • Recognition Programs: Awards, certificates, or public acknowledgment. • Career Development Opportunities: Promotions and training programs. 	6

Section 6 (Answer all question(s))

Marks CO BL

Q19. What are the types of employee discipline?

2 5 1

Rubric	Marks
<p>Employee discipline can be classified into two main types:</p> <p>1. Positive Discipline:</p> <ul style="list-style-type: none">• Focuses on encouraging self-discipline through motivation and counseling.• Uses coaching, training, and constructive feedback to improve employee behavior. <p>1. Negative Discipline (Punitive Discipline):</p> <ul style="list-style-type: none">• Involves penalties or punishments for rule violations.• Examples include verbal warnings, written warnings, suspension, or termination.	2

Rubric	Marks
<p>A grievance is a formal complaint raised by an employee regarding workplace issues such as unfair treatment, poor working conditions, or policy violations. Marks-2</p> <p>Common Causes of Grievances: Marks-4</p> <ul style="list-style-type: none"> 1. Unfair Treatment: Discrimination or favoritism in promotions and rewards. 2. Workplace Harassment: Physical, verbal, or psychological mistreatment. 3. Wage & Salary Issues: Unequal pay, delayed salaries, or unfair deductions. 4. Poor Working Conditions: Inadequate safety measures, excessive workload. 5. Lack of Career Growth: No opportunities for promotion or skill development. 6. Unclear Job Roles: Mismatched responsibilities leading to dissatisfaction. 	6

(OR)

- (b) Define collective bargaining. Explain its importance in industrial relations.

Rubric	Marks
<p>Collective Bargaining is the process where employers and employee representatives (usually labor unions) negotiate employment terms such as wages, benefits, and working conditions. Marks-2</p> <p>Importance of Collective Bargaining: Marks-4</p> <ul style="list-style-type: none"> 1. Promotes Fair Wages: Ensures employees receive reasonable salaries. 2. Improves Working Conditions: Helps in setting safety and health standards. 3. Enhances Employer-Employee Relations: Reduces conflicts and builds trust. 4. Encourages Employee Participation: Workers have a say in workplace policies. 5. Prevents Strikes & Disputes: Resolves labor issues through dialogue. 6. Boosts Productivity: Creates a motivated and satisfied workforce. <p>Effective collective bargaining leads to a balanced and cooperative work environment.</p>	6

Section 7 (Answer all question(s))

Marks CO BL

Q21. ABC Tech Solutions, a growing IT firm, is facing challenges in hiring skilled software developers. The company recently expanded its operations and needs to fill multiple positions quickly. However, despite offering competitive salaries and benefits, they struggle to attract the right talent. The HR team is reviewing their recruitment and selection strategies, including job analysis, sourcing methods, and employer branding.

Additionally, some new hires have left within the first three months, raising concerns about the effectiveness of their talent acquisition process. The HR manager is now considering whether to refine their job descriptions, improve selection methods, or invest in employer branding to attract and retain top talent.

Questions:

- (i) What steps should ABC Tech take to improve its talent acquisition process?
- (ii) How can effective job analysis contribute to better recruitment and selection?
- (iii) What strategies can ABC Tech implement to enhance employer branding and attract top talent?
- (iv) Why might new hires leave within the first three months, and how can the company address this issue? **Marks-2 Summary +2 Each question**

Rubric	Marks
All question are of 2 marks as per explanation	10
