



Name:  
Enrolment No:

**UPES**  
**End Semester Examination, Dec 2024**

**Course: Managing Human Capital**  
**Program: INT BBA MBA (HR)**  
**Course Code: HRES 3020\_3**

**Semester: 5th**  
**Time : 03 hrs.**  
**Max. Marks: 100**

**Instructions:**

**SECTION A**  
**10Q x 2M = 20Marks**

| S. No. | Select Right Choice   | Marks | CO  |
|--------|---|-------|-----|
| A1     | What is the primary goal of Human Resource Management (HRM)?<br>- A) Increase company profits<br>- B) Ensure employee satisfaction<br>- C) Manage employee relations<br>- D) Align HR strategies with business goals            | 2     | CO1 |
| A2     | What does SHRM primarily focus on?<br>- A) Day-to-day HR operations<br>- B) Long-term HR planning and alignment with business strategy<br>- C) Employee grievances<br>- D) Payroll management                                   | 2     | CO1 |
| A3     | What is the first step in the HR planning process?<br>- A) Recruitment<br>- B) Training<br>- C) Forecasting HR needs<br>- D) Performance appraisal  | 2     | CO1 |
| A4     | Which of the following is a key component of HR planning?<br>- A) Employee benefits<br>- B) Job analysis<br>- C) Marketing strategy<br>- D) Financial planning  | 2     | CO1 |
| A5     | What is the primary purpose of HR metrics?<br>- A) To increase employee salaries<br>- B) To measure the efficiency and effectiveness of HR policies<br>- C) To manage company finances<br>- D) To develop marketing strategies. | 2     | CO1 |

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|--|--|---|-----|
| A6   | <p>What is the primary focus of Strategic Human Resource Management (SHRM)?</p> <ul style="list-style-type: none"> <li>- A) Day-to-day HR operations</li> <li>- B) Long-term alignment of HR strategies with business goals</li> <li>- C) Employee grievances</li> <li>- D) Payroll management</li> </ul>  | 2 | CO1 |
| A7   | <p>Which of the following is NOT a component of SHRM?</p> <ul style="list-style-type: none"> <li>- A) Process</li> <li>- B) Pattern</li> <li>- C) Procedure</li> <li>- D) People</li> </ul>  | 2 | CO1 |
| A8   | <p>What does the 'Balanced Scorecard' propose for organizational success?</p> <ul style="list-style-type: none"> <li>- A) Focus on only the internal environment of the organization</li> <li>- B) Constantly changing external environment</li> <li>- C) Belief that it is impossible to take a rationalist view of the organization to make optimal choices</li> <li>- D) A balanced approach considering financial, customer, internal processes, and learning &amp; growth perspectives</li> </ul> | 2 | CO1 |
| A9   | <p>Which of the following is a qualitative method for HR demand forecasting?</p> <ul style="list-style-type: none"> <li>a) Regression analysis</li> <li>b) Workforce modelling.</li> <li>c) <b>Expert judgment</b></li> <li>d) Time series analysis.</li> </ul>  | 2 | CO1 |
| A10  | <p>10. What is the purpose of a job analysis in HR planning?</p> <ul style="list-style-type: none"> <li>a. To evaluate employee performance</li> <li>b. To determine the skills and qualifications needed for a job.</li> <li>c. To enhance corporate social responsibility.</li> <li>d. To improve financial forecasting</li> </ul>   | 2 | CO1 |
| <p><b>SECTION B</b><br/><b>4Q x 5M= 20 Marks</b></p> |  |   |     |
| B1   | Define HRM and explain its primary objectives  | 5 | CO2 |
| B2   | Differentiate between HRM and HRD with examples  | 5 | CO2 |
| B3   | Outline the steps involved in delivering effective HR functions within an organization   | 5 | CO2 |
| B4   | Discuss the role of line managers in HRM and how they contribute to HR functions.  | 5 | CO2 |
|  |  |   |     |

| <b>SECTION-C</b><br><b>3Q x 10M=30 Marks (attempt any 3 questions)</b> |  |           |            |
|--|--|-----------|------------|
| C1   | Discuss the process involved in competency-based recruitment and how it can be integrated into the overall recruitment strategy. Explain different types of competencies with examples.  | <b>10</b> | <b>CO3</b> |
| C2   | Explain the concepts of reliability and validity in the context of selection methods. Discuss why they are crucial for an effective selection process and how they can be measured.  | <b>10</b> | <b>CO3</b> |
| C3   | Describe the criteria typically used to select candidates for a job. Discuss how these criteria can be developed and applied to ensure fair and effective selection decisions.   | <b>10</b> | <b>CO3</b> |
| C4   | Discuss the various types of employee benefits offered by organizations. Explain the strategic role of benefits in attracting, retaining, and motivating employees.  | <b>10</b> | <b>CO3</b> |
| <b>SECTION-D</b><br><b>2Q x 15M= 30 Marks</b>                          |  |           |            |
|  | <p><b>Background:</b> Rainbow healthcare, a growing healthcare provider, has been experiencing high employee turnover rates, particularly among its nursing staff. Exit interviews reveal that employees feel overworked, underappreciated, and lack opportunities for career advancement. This turnover is affecting patient care and increasing recruitment costs.</p> <p>Situation: The HR department needs to develop a retention strategy to address these issues, improve job satisfaction, and reduce turnover rates.</p> <p><b>Based on the above case, answer any two questions (D2 question is compulsory)</b></p> <p><b>D1</b> - Analyse the factors contributing to high turnover rates at Rainbow healthcare. What are the key areas that need improvement to enhance employee retention?</p> <p><b>D2-</b> Propose a comprehensive employee retention plan that includes strategies for workload management, recognition programs, and career development opportunities. How can the HR department implement these strategies effectively.</p> <p><b>D3-</b> Assess the potential long-term benefits of reducing turnover rates for HealthCare Plus. How can the HR department measure the success of the retention plan</p> | <b>30</b> | <b>CO3</b> |