

selected candidates lacked practical skills required for the job, Employee turnover increased significantly within the first six months, Managers felt that cultural fit was ignored during selection, The company's reputation in the job market started declining. Identify the problems in the recruitment process. Explain suitable selection process for the given situation. (9)

5. (a) Explain the process of establishing pay rates. (9)

(b) What are career anchors? Explain the different career stages. (9)

6. Do any **three** of the following : (6×3=18)

(a) Problems of Trade Unions

(b) Social Security

(c) Collective Bargaining

(d) Employee Grievances

[This question paper contains 4 printed pages.]

Your Roll No.....

Sr. No. of Question Paper : 1543

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Unique Paper Code : 2922062403

Name of the Paper : Human Resource Management

Name of the Course : **BMS**

Semester : IV

Duration : 3 Hours

Maximum Marks : 90

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Attempt any **five** questions. **All** questions carry equal marks.

1. ABC Ltd is a mid-sized IT services company experiencing rapid growth. Over the past year, the company hired a large number of fresh graduates to meet increasing client demands. However, management has recently noticed several challenges like project deadlines are frequently missed, Error rates in coding and client deliverables have increased, Employee morale among new hires is declining due to

repeated feedback and pressure, Senior employees are spending excessive time correcting juniors' work. The HR department conducted a preliminary review and found that the company's current training program consists of only a one-week orientation, focusing mainly on company policies rather than technical or soft skills.

(a) Is the existing training program an effective training program? Give reasons. Identify the key problem areas in the given case. (9)

(b) Design an effective training program to address the problems and improve performance. (9)

2. Altra Pvt. Ltd., a traditional manufacturing company in India, has recently faced several challenges. Due to globalization and technological advancements, the company introduced automation and digital tools. At the same time, employees are demanding flexible work options, better work-life balance, and continuous skill development. The workforce has become more diverse, including different age groups and cultural backgrounds. Additionally, strict labor laws and increasing competition have forced the company to rethink its HR policies.

(a) What challenges HRM is facing in the changing business environment. (9)

(b) How do technological changes affect the various HRM functions? (9)

3. XYZ Ltd. conducts annual performance appraisals for its employees. However, many employees feel the appraisal system is unfair. Some employees also complain that their manager focuses only on recent performance rather than the whole year. As a result, employee morale and motivation have decreased.

(a) Suggest measures to improve the appraisal system. Discuss various Performance Appraisal methods. (9)

(b) What are the problems of traditional performance appraisal methods? (9)

4. (a) What is the difference between job analysis and job evaluation? Why is job analysis considered an important foundation for the various HRM functions? (9)

(b) GlobalTech Ltd., a multinational company, is expanding rapidly into new markets. The company needs to hire a large number of management trainees within a short time. To speed up the process, HR relied heavily on online recruitment platforms and AI-based screening tools. After a few months, several issues emerged like many