



MBA DEGREE EXAMINATIONS: NOV /DEC 2024

(Regulation 2021)

First Semester

MASTER OF BUSINESS ADMINISTRATION

P21MBM1604: Human Resource Management

COURSE OUTCOMES

CO1: Describe the role of Human Resource Functions in an Organization.

CO2: Enumerate the emerging trends and practices in HRM

CO3: Identifying and interpret the significance of ethical issues inHR practices and the management of people.

Time: Two Hours

Maximum Marks: 50

PART A (1Q x 10 Marks = 10 Marks) Compulsory

1

Performance Appraisal Challenges in TechSphere Solutions

CO2 [K₅]

TechSphere Solutions, a mid-sized information technology company headquartered in Bengaluru, India, is known for its innovative software solutions and competitive work culture. The company employs over 500 professionals, ranging from software developers to project managers. While TechSphere has consistently delivered high-quality products and maintained a strong client base, internal challenges with its performance appraisal system have started affecting employee morale and overall productivity.

The existing appraisal system, implemented five years ago, relies on a combination of annual performance reviews, project deliverables, and peer feedback. However, employees have raised concerns about the lack of transparency and fairness in the process. The core issues include inconsistent evaluation criteria, subjective feedback, and insufficient recognition for individual contributions. Many employees feel their efforts go unnoticed, leading to frustration and disengagement.

For instance, a recent employee survey revealed that 65% of employees believe the appraisal process is biased, and 70% feel that promotions and salary hikes are not aligned with their actual performance. Moreover, high-performing employees in collaborative teams often find it challenging to demonstrate their individual contributions, as managers struggle to distinguish team efforts from personal achievements.

The issue has also led to a noticeable increase in attrition rates, with several top performers leaving the company for organizations offering more transparent and rewarding appraisal systems. This has resulted in project delays and additional recruitment costs, further straining the company's resources.

To address the situation, TechSphere's leadership is exploring potential changes, such as implementing a continuous feedback system, introducing objective metrics for performance measurement, and leveraging AI-based tools to reduce bias. However, some managers are

resistant to these changes, citing increased workload and the complexity of transitioning to a new system.

Questions:

1. Explain how TechSphere can design a performance appraisal system that ensures fairness, transparency, and alignment with organizational goals?
2. What steps can be taken to effectively implement a continuous feedback mechanism without overwhelming managers or employees?
3. Describe how the company can address the concerns of managers resistant to change while ensuring smooth adoption of the new system?
4. What strategies can TechSphere adopt to retain top talent during this transitional phase?

PART B (5Q x 2 Marks = 10 Marks)

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| 2 | Explain the importance of HRM. | CO1 [K ₂] |
| 3 | List the contents in job description. | CO1 [K ₁] |
| 4 | Define Recruitment. | CO1 [K ₁] |
| 5 | What is career planning? | CO2 [K ₁] |
| 6 | List any four Appraisal methods used in IT industry. | CO2 [K ₁] |

Part – C (3Qx10 Marks =30 marks) Compulsory

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| 7 | Analyze the job analysis process used in mass recruitment. | CO2 [K ₄] |
| 8 | Explain Kirkpatrick model's impact in pre and post training to measure the effectiveness. | CO3 [K ₅] |
| 9 | Determine the need for HRIS with its pros and cons. | CO3 [K ₅] |
