



MBA DEGREE EXAMINATIONS: NOV / DEC 2024

(Regulation 2021)

First Semester

MASTER OF BUSINESS ADMINISTRATION

P21MBC1105: 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: Identify and interpret the significance of ethical issues in HR practices and the management of people.

Time: Three Hours

Maximum Marks: 100

PART A (5Q x 6 Marks = 30 Marks) Compulsory

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| 1. | List the features of HRM | CO1 [K ₁] |
| 2. | Define SHRM and its nature | CO1 [K ₁] |
| 3. | Differentiate Job Enrichment and enlargement | CO1 [K ₅] |
| 4. | Distinguish between Training and Development | CO1 [K ₄] |
| 5. | Analyze the concept of HR Accounting and its advantages | CO1 [K ₄] |

PART B (5Q x 10 Marks = 50 Marks) Compulsory

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| 6. | Analyze any 2 HRM Models used in HR planning in service sector. | CO2 [K ₄] |
| 7. | Evaluate the types of Training in the Manufacturing sector. | CO2 [K ₅] |
| 8. | Explain the HR planning process with an example | CO2 [K ₄] |
| 9. | Explain Financial and Nonfinancial incentives in compensation management | CO2 [K ₄] |
| 10. | Compare Performance appraisal with performance management. | CO1 [K ₄] |

Part – C (1Qx20 Marks =20 marks) Compulsory

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| 11. | Case Problem: Recruitment Challenges at Stellar Manufacturing Pvt. Ltd.
Stellar Manufacturing Pvt. Ltd., a leading mid-sized manufacturer of industrial equipment in Pune, India, has built a strong reputation for delivering quality products. With a workforce of 1,200 employees, the company has ambitious plans to expand its operations to meet increasing market demand. However, its recruitment process has become a bottleneck, impeding its growth and operational efficiency. The primary recruitment challenges stem from the company's struggle to attract and hire skilled talent across various levels, particularly for | CO3 [K ₅] |
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technical and supervisory roles. Despite offering competitive salaries, Stellar has been unable to tap into the right talent pools, especially for specialized roles like CNC machine operators, production engineers, and maintenance supervisors.

The company's reliance on traditional recruitment methods, such as newspaper advertisements and walk-in interviews, has resulted in limited outreach. This approach fails to connect with younger, tech-savvy professionals who prefer digital platforms like LinkedIn or specialized job portals. Additionally, the HR team lacks the resources to implement modern hiring techniques, including applicant tracking systems (ATS) or AI-driven talent analytics.

Another critical issue is the prolonged hiring timeline. It takes an average of 60 days to fill a vacancy, leading to delays in production schedules and increased workload on existing employees. The inefficient process has also caused candidates to drop out during the hiring cycle, frustrated by lengthy communication gaps.

Moreover, Stellar faces a significant challenge in recruiting for rural plant locations, where the talent pool is limited, and relocation resistance is high. The lack of attractive perks, such as housing or transportation support, discourages candidates from joining.

Employee referrals, which were once a reliable hiring source, have diminished due to dissatisfaction among existing employees over recognition and rewards for successful referrals. To compound matters, Stellar has been experiencing high turnover in newly recruited employees, many of whom cite a mismatch between job expectations and realities during exit interviews.

Key Challenges:

1. Ineffective outreach to skilled candidates due to outdated recruitment methods.
2. Prolonged hiring cycles causing production delays and candidate dissatisfaction.
3. Difficulty in hiring for rural locations due to limited perks and resistance to relocation.
4. Diminished reliance on employee referrals and high early turnover.

Stellar's leadership is aware of these challenges and has initiated discussions on potential solutions. They are considering adopting modern recruitment tools like ATS, leveraging social media platforms for employer branding, and revisiting their employee referral program. However, concerns persist regarding the cost of implementing these solutions and their effectiveness in a manufacturing setup.

Questions for discussion:

1. How can Stellar modernize its recruitment approach to attract skilled talent efficiently?
2. What strategies can the company employ to address hiring challenges in rural locations?
3. How can Stellar reduce early turnover by ensuring better alignment between job expectations and realities?
4. What steps can be taken to revamp the employee referral program and motivate existing employees to participate?
