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Registration No.:

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Total Number of Pages: 02

Course: MBA
Sub_Code: MBPC3009

3rd Semester Regular Examination: 2025-26
SUBJECT: Manpower Planning and Development
BRANCH(S): MBA, FM & HRM, LSCM, RM, BA, FM, GM, HCHM, HRM, IB, MM
Time: 3 Hours
Max Marks: 100
Q.Code: U056

Answer Question No.1 (Part-I) which is compulsory, any eight from Part-II and any two from Part-III.

The figures in the right hand margin indicate marks.

Part-I

- Q1 Answer the following questions: (2 x 10)
- a) What is manpower forecasting?
 - b) Explain the process of job analysis.
 - c) What do you mean by employee leasing?
 - d) What is flexi-scheduling?
 - e) Explain HRD.
 - f) Distinguish between succession planning and manpower planning.
 - g) Explain Cohort analysis.
 - h) What are the benefits of succession planning?
 - i) Explain the HRD Matrix.
 - j) What do you mean by outsourcing?

Part-II

- Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) (6 x 8)
- a) Write the factors affecting manpower planning.
 - b) Write the steps of doing manpower planning.
 - c) How training is different from development?
 - d) Explain the usage of analytics in manpower planning.
 - e) Explain career development planning and its stages.
 - f) Explain the objective of manpower planning at the micro and macro levels.
 - g) Explain the steps of manpower forecasting.
 - h) Explain HRD process model with examples.
 - i) Discuss the evaluation of HRD Programmes.
 - j) What are the problems in manpower planning?
 - k) Explain the linkage of manpower planning with other HR functions.
 - l) Differentiate between Census analysis and Markov analysis.

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

- Q3 Explain the demand and supply forecasting techniques in detail. (16)
- Q4 Define and outline the objectives of competency mapping. Write the steps and procedures of conducting it. (16)
- Q5 Outline the critical HRD roles and their challenges with respect to the service industry. (16)
- Q6 "Human resource planning (HRP) involves a continuous and strategic approach to optimising an organisation's workforce through planning and development.". Comment. (16)

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Course: MBA
Sub_Code: MBPC3010

3rd Semester Regular Examination: 2025-26
SUBJECT: Performance Management System
BRANCH(S): MBA, FM&HRM, LSCM, RM, BA, FM, GM, HCHM, HRM, IB, MM
Time: 3 Hours
Max Marks: 100
Q.Code: U141

Answer Question No.1 (Part-I) which is compulsory, any eight from Part-II and any two from Part-III.

The figures in the right-hand margin indicate marks.

Part-I

Q1 Answer the following questions:

(2 x 10)

- Mention any two types of organizational performance measures.
- What is the purpose of performance analysis?
- Define performance appraisal.
- What is meant by "Do only what you get paid for" syndrome?
- Why is performance planning important?
- State any two benefits of performance management.
- What is performance counselling?
- Outline two components of a reward system.
- What is meant by implementing a performance management system?
- Mention two common obstacles in performance appraisal.

Part-II

Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)

(6 x 8)

- Discuss the major principles of performance management with examples.
- Distinguish between performance appraisal and performance management with examples.
- Write a note on the Balanced Scorecard and its importance.
- What is potential appraisal? Discuss its purpose and advantages.
- Explain the process of analysing performance problems in an organisation.
- Describe the principles and skills required for effective performance coaching.
- Discuss the challenges in integrating performance appraisal with other HR functions.
- Explain the implications of a poorly designed performance management system.
- Illustrate how performance reviews help in identifying training needs.
- How does performance coaching differ from mentoring?
- Explain the legal and ethical issues involved in designing reward systems.
- Analyse the role of HR in strengthening the performance management system.

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

- Q3** Describe the criteria for effective performance measures. Evaluate different types of measures (organizational, team, individual) and explain their relevance in modern organizations. (16)
- Q4** Discuss the various traditional methods of performance appraisal. Explain each method with examples and evaluate their strengths and limitations. (16)
- Q5** Evaluate the usefulness of technology-enabled performance management systems. Discuss their advantages, limitations, and future trends. (16)
- Q6** What is pay-for-performance? Explain the different types of individuals, group, and organisational-level pay-for-performance plans. (16)

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Course: MBA
Sub_Code: MBPC3011

3rd Semester Regular Examination: 2025-26

SUBJECT: HR Analytics and HRIS

BRANCH(S): MBA, FM&HRM, LSCM, RM, BA, FM, GM, HCHM, HRM, IB, MM

Time: 3 Hours

Max Marks: 100

Q.Code: U256

Answer Question No.1 (Part-I) which is compulsory, any eight from Part-II and any two from Part-III.

The figures in the right-hand margin indicate marks.

Part-I

Q1 Answer the following questions:

(2 x 10)

- Define HR Analytics and state two ways it supports strategic decision-making.
- What is the LAMP framework in HR Analytics, and why is it important?
- Differentiate between time-to-fill and time-to-hire with a brief example.
- What is the purpose of data purification in HR analytics workflows?
- Explain the difference between reliability and validity in HR data.
- State two benefits and two challenges of implementing HR Analytics in an organization.
- What is Employee Net Promoter Score (eNPS) and what does it indicate?
- Define HRIS and mention two core functions it typically supports.
- List two information security considerations when implementing HRIS.
- What is training ROI and why is it an important HR metric?

Part-II

Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)

(6 x 8)

- Explain the end-to-end HR Analytics process from defining a problem to delivering insights. Illustrate with a recruitment optimization example.
- Explain the relationship between HR metrics and HR analytics. How can basic descriptive metrics be developed into predictive insights for better decision-making?
- Explain and compare retention rate, turnover rate, and turnover cost as key HR metrics. Use hypothetical data to show their calculation and interpret how they reflect employee engagement and organizational stability.
- What key factors should be analysed before selecting an HRIS, including stakeholders, data flows, integration needs, and compliance requirements?
- How can training metrics be used to evaluate the effectiveness of a learning program? Discuss.
- Describe three common data quality issues in HR datasets and propose specific methods to detect and fix each.

- g) What are the key steps and pitfalls in HRIS implementation? Propose a phased rollout plan that minimizes risk and supports adoption.
- h) Explain how revenue per employee and productivity metrics can be misleading if used in isolation.
- i) Describe an approach to build a simple predictive model for employee attrition using HRIS data.
- j) Discuss the future trends in HRIS.
- k) Discuss how HR managers can use cost-per-hire and time-to-fill data to assess recruitment efficiency and optimize hiring decisions.
- l) Describe the four levels of data measurement: nominal, ordinal, interval, and ratio and illustrate each with an example from human resource management.

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

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| Q3 | Explain how an HR analytics strategy can help a mid-sized company reduce employee attrition by 20 % in one year. | (16) |
| Q4 | Explain how to implement a new HRIS in a company. What main steps and risks should be considered? | (16) |
| Q5 | Describe how to create an HR dashboard for leaders. What key metrics and features should it include, and how does it help in better decision-making? | (16) |
| Q6 | Explain how to check if a company's upskilling program gives good returns. What steps and measures would you use? | (16) |

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Course: MBA
Sub_Code: MBPC3012

3rd Semester Regular Examination: 2025-26
SUBJECT: INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS
BRANCH(S): MBA, FM&HRM, LSCM, RM, BA, FM, GM, HCHM, HRM, IB, MM
Time: 3 Hours
Max Marks: 100
Q.Code: U368

Answer Q1 (Part-I) which is compulsory, any eight from Part-II, and any two from Part-III.
The figures in the right hand margin indicate marks.

Part-I

Q1 Answer the following questions:

(2 x 10)

- Define Industrial Relations.
- What is meant by Collective Bargaining?
- State one major objective of the Industrial Relations Code, 2020.
- What is the difference between Strike and Lock-out?
- What is a Worker Reskilling Fund?
- Define Occupational Safety.
- What is meant by Standing Orders?
- Define Social Security.
- What is Minimum Wage?
- Name four labour codes introduced in India very recently. What are they?

Part-II

Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)

(6 x 8)

- Explain the main components of Industrial Relations as per the Industrial Relations Code, 2020.
- Discuss the significance of Bipartite and Tripartite forums in industrial relations.
- What is the mechanism for resolution of industrial disputes under the IR Code, 2020?
- Briefly explain the provisions regarding Voluntary Arbitration.
- Discuss the provisions related to Lay-off and Retrenchment in certain establishments.
- Describe Unfair Labour Practices with suitable examples.
- What are the duties of employers under the Occupational Safety, Health, and Working Conditions Code, 2020?
- Discuss provisions related to employment of women under the OSH Code, 2020.
- Explain the major welfare provisions under the Occupational Safety and Health regulations.
- Describe the functions of Employees' Provident Fund under the Social Security Code, 2020.

- k) Discuss the provisions related to Payment of Wages under the Code on Wages, 2019.
- l) Explain the provisions for Social Security of Gig Workers and Platform Workers.

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

- Q3** Explain in detail the scope and contemporary approaches to Industrial Relations. Discuss how these approaches shape industrial harmony. **(16)**
- Q4** Describe in detail the framework of dispute settlement under the Industrial Relations Code, 2020. How effective is it in preventing industrial unrest? **(16)**
- Q5** Explain major provisions of the Code on Social Security, 2020. How does it protect organized, unorganized, gig, and platform workers? **(16)**
- Q6** Discuss the key provisions of the Code on Wages, 2019. Explain its implications on wage structure and industrial sustainability. **(16)**