



**K. K. Wagh Institute of Engineering Education and Research,  
Nashik**

(An Autonomous Institute from A. Y. 2022-23)

**End-Sem Examination-I, Winter 2025**

Exam Seat No.:	
Academic Year: 2025-2026	Semester: II
Class: PG-I	Program: MBA
Branch Code: 10	Pattern: 2024
Name of Course: Human Resource Management	Course Code: 2410514
Max. Marks: 60*	Duration: 2:30 Hrs.

Q. No.	Details	Max. Marks	CO No.	BT Level
Q.1	<p><b>Define HRM and Describe the nature and scope of Human Resource Management (HRM)</b></p> <p>Ans: HRM stands for Human Resource Management. It is the strategic and comprehensive approach to managing and developing an organization's workforce.</p> <p>HRM encompasses various practices, policies, processes aimed at maximizing employee performance and well-being while ensuring the organization's overall goals and objectives are met.</p> <p><b>Human Resource Management refers to the strategic and systematic approach that organizations employee to manage and develop their workforce effectively.</b></p> <p>The nature and scope of Human Resource Management are multifaceted and crucial for the success of any organization. Here are the key aspects of HRM nature and scope:</p> <p><b>HRM Nature and Scope:</b></p> <ul style="list-style-type: none"><li>• Human Resource Planning.</li><li>• Recruitment and Selection</li><li>• Training and Development</li><li>• Performance Management</li><li>• Compensation and Benefits</li><li>• Employee Relations</li><li>• Health and Safety</li><li>• Diversity and Inclusion.</li><li>• Legal Compliance.</li></ul> <p>The scope of HRM can vary based on the organization's size, <b>industry, and culture. In some companies, HRM may be a comprehensive department with specialized roles, while in smaller organizations; HR responsibilities might be handled by a few individuals</b></p>	[6]	CO1	L1



	or even a single person.			
Q.2	<p><b>Explain the Nature of Strategic Human Resource Management (SHRM) and its significance in achieving organizational goals.</b>  <b>Ans: The nature of Strategic Human Resource Management can be understood through the following key elements:</b></p> <ul style="list-style-type: none"> <li>• <b>Alignment with Business Strategy</b></li> <li>• <b>Proactive Approach</b></li> <li>• <b>People-Centric Perspective</b></li> <li>• <b>Continuous Improvement</b></li> </ul> <p><b>The significance of Strategic Human Resource Management in achieving organizational goals is multi-faceted:</b></p> <ul style="list-style-type: none"> <li>• <b>Competitive Advantage</b></li> <li>• <b>Improved Performance</b></li> <li>• <b>Employee Engagement and Retention</b></li> <li>• <b>Talent Acquisition</b></li> <li>• <b>Organizational Adaptability</b></li> <li>• <b>Long-term Focus</b></li> <li>• <b>Financial Performance</b></li> </ul>	[6]	CO2	L2
Q.3	<p><b>a) What are the key objectives of HRP and how does it contribute to effective workforce management? (8 marks)</b>  <b>Ans: follows:</b>  <b>Forecasting The key objectives of Human Resource Planning (HRP) are as</b></p> <ul style="list-style-type: none"> <li>• <b>HR Needs</b></li> <li>• <b>Talent Acquisition and Recruitment</b></li> <li>• <b>Training and Development</b></li> <li>• <b>Succession Planning</b></li> <li>• <b>Cost Management</b></li> <li>• <b>Workforce Diversity and Inclusion</b></li> <li>• <b>Organizational Flexibility</b></li> </ul> <p align="center"><b>OR</b></p> <p><b>b) How organizations use supply forecasting and job analysis data to make informed decisions about workforce planning and talent development. (8 marks)</b>  <b>Ans: Organizations use supply forecasting and job analysis data to make informed decisions about</b></p>	[16]	CO3	L3



<p><b>workforce planning and talent development in various ways.</b></p> <ul style="list-style-type: none"> <li>• Identifying Workforce Gaps:</li> <li>• Talent Acquisition</li> <li>• Resource Allocation</li> <li>• Talent Development</li> <li>• Training and Development</li> <li>• Career Pathing</li> <li>• Succession Planning</li> <li>• Performance Management</li> <li>• Employee Engagement and Retention</li> </ul> <p>Overall, supply forecasting and job analysis data play a crucial role in strategic workforce planning and talent development initiatives. By relying on data-driven insights, organizations can align their workforce with business objectives, build a strong talent pipeline, and enhance overall organizational performance.</p>			
<p><b>c) Explain the different types of training methods commonly used in organizations. (8 marks)</b></p> <p><b>Ans:</b> Various training methods are commonly used in organizations to enhance employee skills, knowledge, and performance. Here are some of the most common types of training methods :</p> <ul style="list-style-type: none"> <li>• Instructor-Led Training (ILT)</li> <li>• Online Learning (eLearning)</li> <li>• On-the-Job Training (OJT)</li> <li>• Simulations</li> <li>• Blended Learning</li> <li>• Virtual Instructor-Led Training (VILT)</li> <li>• Hands-on Workshops</li> <li>• Job Rotation and Job Shadowing</li> </ul> <p style="text-align: center;"><b>OR</b></p> <p><b>d) How can organizations effectively implement flexible work arrangements while maintaining productivity? (8 marks)</b></p> <p><b>Ans:</b> Implementing flexible work arrangements can provide numerous benefits to both employees and organizations. However, maintaining productivity while allowing for flexibility requires careful planning and execution. Here are eight strategies to effectively implement flexible work arrangements while ensuring productivity:</p> <ul style="list-style-type: none"> <li>• Clear Communication</li> <li>• Performance-Based Approach</li> </ul>		CO3	L3



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	<ul style="list-style-type: none"> <li>• Technology and Infrastructure</li> <li>• Goal Setting and Planning</li> <li>• Flexible Scheduling</li> <li>• Collaboration Tools</li> <li>• Performance Support</li> <li>• Feedback and Recognition</li> </ul> <p>By combining these strategies, organizations can effectively implement flexible work arrangements while maintaining productivity. It requires trust, clear expectations, and a focus on results rather than just hours worked.</p> <p>When implemented thoughtfully, flexible work arrangements can lead to improved employee satisfaction, work-life balance, and overall organizational success.</p>			
<p><b>Q.4</b></p>	<p><b>a) In today's digital age, what role does HRIS play in facilitating data-driven decision-making and strategic workforce planning? (8 marks)</b></p> <p><b>Ans:</b> In today's digital age, Human Resource Information Systems (HRIS) play a crucial role in facilitating data-driven decision-making and strategic workforce planning.</p> <p>HRIS is a software solution that automates and centralizes HR processes, stores employee data, and generates valuable insights through data analysis. Here are the key roles of HRIS in these areas:</p> <p>Data Centralization: HRIS consolidates all HR-related data, such as employee demographics, performance evaluations, training records, and attendance, into a single, secure database.</p> <p>This centralization streamlines data management and ensures data accuracy and consistency.</p> <p>Real-time Data Access Data Analytics Strategic Workforce Planning Talent Management Recruitment and Selection Compliance and Risk Management Employee Engagement and Retention</p> <p>In summary, HRIS plays a vital role in modern HR operations, enabling data-driven decision-making and strategic workforce planning.</p> <p align="center"><b>OR</b></p> <p><b>b) Evaluate the critical steps involved in conducting an HR Audit. (8 marks)</b></p> <p><b>Ans:</b> HR professionals can align HR strategies with organizational goals, optimize talent management, and</p>	<p>[16]</p>	<p>CO4</p>	<p>L4</p>



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<p>enhance overall workforce performance and productivity in today's digital age.</p> <p>Conducting an HR audit is a systematic process that involves evaluating an organization's HR policies, practices, and procedures to ensure compliance with laws and regulations, identify areas of improvement, and align HR practices with business objectives. Here are the critical steps involved in conducting an HR audit</p> <ul style="list-style-type: none"> <li>• Establish Objectives</li> <li>• Data Collection</li> <li>• Review Legal Compliance</li> <li>• Analyse HR Processes</li> <li>• Assess HR Documentation</li> <li>• Conduct Interviews and Surveys</li> <li>• Identify Areas of Improvement</li> <li>• Develop Action Plans</li> <li>• Bonus Step</li> <li>• Follow Up and Continuous Improvement</li> </ul> <p>Conducting an HR audit enables organizations to optimize HR operations, ensure legal compliance, and enhance overall HR effectiveness, contributing to the achievement of organizational goals and long-term success.</p>			
<p><b>c) Predict the diverse uses of HRIS in enhancing HR operations and strategic decision-making (8 marks)</b></p> <p><b>Ans: Human Resource Information Systems (HRIS) have a wide range of uses in enhancing HR operations and strategic decision-making. Here are eight diverse uses of HRIS</b></p> <ul style="list-style-type: none"> <li>• <b>Streamlining HR Processes</b></li> <li>• <b>Employee Data Management</b></li> <li>• <b>Recruitment and Applicant Tracking</b></li> <li>• <b>Performance Management</b></li> <li>• <b>Talent Development and Training</b></li> <li>• <b>Workforce Analytics</b></li> <li>• <b>Succession Planning</b></li> <li>• <b>Strategic Workforce Planning</b></li> <li>• <b>Bonus Point</b></li> <li>• <b>Integration with Business Systems</b></li> </ul> <p><b>By leveraging HRIS in these diverse ways,</b></p>		CO4	L4



	<p><b>organizations can enhance HR operations, increase efficiency, and make more informed and strategic decisions to effectively manage their workforce and drive business success.</b></p> <p style="text-align: center;"><b>OR</b></p> <p><b>d) Elaborate on the benefits of adopting HR shared services in an organization. (8 marks)</b></p> <p>Ans: HR shared services refer to the centralization and consolidation of various HR functions within an organization. This approach involves creating a single, dedicated HR department that serves all business units and departments, providing streamlined and standardized HR services. Adopting HR shared services can bring several significant benefits to an organization:</p> <ul style="list-style-type: none"> <li>• Cost Efficiency</li> <li>• Improved Service Quality</li> <li>• Enhanced Data and Analytics</li> <li>• Increased HR Focus on Strategic Initiatives</li> <li>• Enhanced Employee Experience (In summary)</li> </ul> <p>adopting HR shared services can bring several benefits to an organization, including cost efficiency, improved service quality, enhanced data analysis, increased focus on strategic HR initiatives, process standardization, scalability, flexibility, and a better employee experience. By leveraging these advantages, organizations can optimize their HR operations and drive overall business success.</p>			
<p style="text-align: center;"><b>Q.5</b></p>	<p><b>a) Plan various ways or modes through which organizations can foster employee engagement. (8 marks)</b></p> <p>Fostering employee engagement is crucial for organizations to boost productivity, retain talent, and create a positive work environment. Here are various ways or modes through which organizations can achieve this:</p> <ul style="list-style-type: none"> <li>• Effective Communication</li> <li>• Empowerment and Autonomy</li> <li>• Recognition and Rewards</li> <li>• Professional Development</li> <li>• Flexible Work Arrangements</li> <li>• Employee Wellbeing Programs</li> <li>• Regular Feedback and Performance Reviews</li> <li>• Team-Building Activities</li> <li>• Social and Community Engagement</li> </ul>	<p style="text-align: center;">[16]</p>	<p style="text-align: center;">CO5</p>	<p style="text-align: center;">L5</p>



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	<ul style="list-style-type: none"> <li>• Diversity and Inclusion</li> <li>• Clear Goals and Expectations</li> <li>• Promote Work-Life Balance</li> <li>• Employee Surveys and Feedback Mechanisms</li> <li>• Promote a Positive Organizational Culture</li> <li>• Leadership Development</li> </ul> <p>By implementing these strategies, organizations can create a work environment that prioritizes employee engagement, leading to increased productivity and overall success.</p> <p align="center"><b>OR</b></p> <p><b>b) Explain exit interview can be conducted effectively, providing valuable insights for the organization. (8 marks)</b></p> <p>Ans: An exit interview is a structured conversation conducted between an employee who is leaving the organization and a representative from the company, typically someone from the human resources department. The purpose of the exit interview is to gather valuable feedback and insights from the departing employee about their experience with the company, the reasons for leaving, and any suggestions or concerns they may have. Conducting an exit interview effectively can provide valuable insights for the organization in several ways:</p> <p>Create a Safe Environment          Timely Timing: Open-Ended Questions          Active Listening          Anonymous Option          Identify Patterns          Address Systemic Issues          Feedback Loop          Focus on Solutions          Continuous Improvement</p> <p>By conducting exit interviews effectively and using the insights gained to make positive changes, organizations can improve employee satisfaction, retention rates, and overall company culture. The information gathered can help identify areas of improvement, boost morale, and contribute to the organization's long-term success.</p>			
	<p><b>c) Analyze the long-term implications of the pandemic on work policies and culture. (8 marks)</b></p> <p>Ans: The COVID-19 pandemic has had profound and lasting effects on work policies and culture worldwide. As we move</p>		CO5	L5



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beyond the pandemic, several long-term implications are likely to shape the future of work

- Remote and Hybrid Work
- Focus on Employee Well-being
- Digital Transformation
- Emphasis on Resilience and Agility
- Redefined Work-Life Balance
- Increased Focus on Inclusion and Diversity and diversity in their work policies, recognizing the importance of diverse perspectives and experiences for overall success.
- Reinvention of Corporate Culture
- Talent Attraction and Retention
- Business Travel and Real Estate
- Disaster Preparedness

In conclusion, the COVID-19 pandemic has reshaped work policies and culture in ways that are likely to endure beyond the immediate crisis. Organizations will need to embrace flexibility, prioritize employee well-being, and adapt to changing work dynamics to thrive in the post-pandemic world.

**OR**

**d) Explore the concept of hybrid work models that combine remote work and in-office work. (8 marks)**

**Ans: The concept of hybrid work models involves blending remote work and in-office work to create a flexible and adaptable work environment.**

**This approach allows employees to split their time between working remotely and working from a physical office location. The hybrid work model has gained popularity for various reasons, offering benefits to both employees and employers.**

**Here are eight key points that explore this concept:**

- **Flexibility and Work-Life Balance**
- **Increased Productivity**
- **Cost Savings**
- **Talent Acquisition and Retention**
- **Business Continuity and Resilience**
- **Technology and Infrastructure.**
- **Team Building and Collaboration**
- **Performance Management and Evaluation**

**In summary, the hybrid work model is an adaptive approach that allows employees to enjoy flexibility**



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	<p><b>while also benefiting companies with increased productivity, cost savings, and improved talent management. Nevertheless, it requires thoughtful planning, effective communication, and investment in the right technologies to make it successful for both employees and employers.</b></p>			
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**\*\*All The Best\*\***