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MASTER OF BUSINESS ADMINISTRATION (M.B.A.)
EXAMINATION: DECEMBER - 2025/JANUARY-2026
SEMESTER - II

Sub.: Human Resource Management (MBA-203/MBA24-203)

Date : 02/01/2026

Total Marks : 60

Time: 10.00am to 12.30pm

Instructions: 1) All questions are compulsory.
 2) Figures to the right indicate full marks.

- Q. 1. Write Short notes on (Any Three) (15)**
1. Objectives of HRM
 2. Challenges faced by HR managers
 3. Human Resource Planning
 4. Job analysis
 5. Internal and External recruitment sources
- Q. 2. Answer in detail (Any One) (10)**
1. What is succession planning? How can a company implement an effective succession planning system?
 2. Discuss factors affecting HRP. State the barriers to HRP.
- Q. 3. Answer in detail (Any One) (10)**
1. What is job description? Describe the problems associated with job descriptions.
 2. What is performance appraisal? List errors in performance appraisal.
- Q. 4. Answer in detail (Any One) (10)**
1. Demonstrate how job enrichment improves motivation. Evaluate the role of job enrichment in employee retention.
 2. Write an appreciation letter for outstanding sales performance by an employee.
- Q. 5. Priya had joined MechSoft Solutions six months ago as a *Business Analyst*. Her Job Description clearly stated responsibilities such as preparing requirement documents, coordinating client interactions, and assisting the product team with user stories. She was enthusiastic and highly motivated, expecting her role to be analytical and client-oriented. (15)**

However, over time, her daily tasks shifted drastically. Instead of analysis-related work, she was routinely asked to handle operational coordination—managing vendor calls, preparing administrative reports, and even helping with logistical arrangements for team events. At first, Priya assumed this was temporary and part of settling into a new company. But as weeks turned into months, the gap between her JD and actual responsibilities widened. Her core analytical tasks were nearly nonexistent.

During a quarterly review, Priya hesitantly brought this up with her manager, Rajiv. She politely explained that the role she was performing did not match what she had been hired for. Rajiv was taken aback. He had assumed the additional work was manageable and temporary, unaware that it had overshadowed her primary role. He quickly checked her JD and realized how misaligned things had become.

The situation became even more embarrassing when HR called Rajiv to clarify why Priya had been assigned tasks outside her scope without formal communication or reassignment. Rajiv felt responsible—and deeply embarrassed—for not monitoring her evolving workload. He now faced the challenge of understanding how this mismatch happened and how to resolve it. But with ongoing project deadlines and conflicting expectations from multiple departments, he struggled to find a clear path forward.

The problem remained unresolved, creating tension within the team.

Questions :

1. What steps would you take to identify how and why the job-role deviation occurred?
 2. How would you balance organizational needs with employee expectations in resolving the issue?
 3. What corrective measures could ensure better alignment between job description (JD) and actual work in the future?
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