

TILAK MAHARASHTRA VIDYAPEETH, PUNE
MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

EXAMINATION: MAY - 2026

SEMESTER - II

Sub.: Human Resource Management (MBA24-203/MBA203)

Date : 21/05/2026	Total Marks : 60	Time: 2.00 pm to 4.30 pm
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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. Job analysis.
 3. Recruitment Process
 4. Challenges of HRM
 5. Importance of Feedback in Performance Appraisal
- Q. 2. Answer in detail (Any One) (10)**
1. Define HRM. Analyze the various functions of HRM.
 2. Explain the HR planning process. Why is HR planning important?
- Q. 3. Answer in detail (Any One) (10)**
1. Define recruitment. What are the various recruitment methods?
 2. Why is selection process so important? Explain challenges in recruitment.
- Q. 4. Answer in detail (Any One) (10)**
1. Define Performance Management. What are the various methods of appraisal?
 2. What is a 360-degree Appraisal? Explain in detail.
- Q. 5. A manager in a mid-sized company wanted to introduce a 360-degree appraisal system to improve performance evaluation and employee development. He believed that feedback from multiple sources—supervisors, peers, subordinates and self-assessment—would provide a more balanced and accurate view of employee performance. However, top management was reluctant to implement this system. They were concerned that receiving feedback from multiple sources might negatively impact employee morale, create interpersonal conflicts and reduce productivity if not handled carefully. (15)**

To address these concerns, the manager proposed a pilot project within one department. He assured management that the process would be confidential, structured, and focused on development rather than criticism. He also planned training sessions to help employees understand how to give and receive constructive feedback. During the pilot phase, employees were encouraged to share honest yet respectful inputs.

After implementation, the results showed improved communication, better self-awareness among employees, and more targeted development plans. Employees appreciated the opportunity to voice their opinions and felt more involved in the performance process. This helped management realize that when implemented

properly, 360-degree appraisal can enhance trust, transparency and overall organizational effectiveness.

Questions :

1. What were the concerns of management regarding the implementation of the 360-degree appraisal system?
 2. How did the manager address the risks associated with introducing multi-source feedback?
 3. What were the outcomes of conducting the pilot 360-degree appraisal system?
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