Roll No:
Date: __/__/____

St. Claret College

Autonomous, Bengaluru

UG END SEMESTER EXAMINATION-MAY 2026
B.Com II SEMESTER
BC 2324: HUMAN CAPITAL MANAGEMENT

11

TIME: 3 hours. **MAX. MARKS: 80**

This paper contains THREE printed pages and FOUR parts

Instructions:

1. **Verify and ensure that the question paper is completely printed.**
2. **Any discrepancies or questions about the exam paper must be reported to the COE within 1 hour after the examination.**
3. **Students must check the course title and course code before answering the questions.**

PART-A

Answer ALL questions. Each answer carries ONE mark. **[10 x 1 = 10]**

1. Which of the following best defines Human Resource Management (HRM)?
   A) The process of managing technology and machinery in a company.
   B) The process of hiring, training, and developing employees to achieve organizational goals.
   C) The process of managing financial resources and capital investments.
   D) The process of controlling external factors like market competition.

2. Which of the following is NOT typically a component of a Human Resource audit?
   A) Reviewing employee satisfaction and engagement levels.
   B) Evaluating the cost of human resource operations.
   C) Assessing compliance with labor laws and regulations.
   D) Analyzing competitors' product pricing strategies.

3. Talent management primarily focuses on:
   A) Only hiring new employees
   B) Retaining and developing employees
   C) Replacing employees frequently
   D) Reducing employee engagement

4. Which career stage is typically associated with self-exploration and skill development?
   A) Mid-career
   B) Late career
   C) Establishment stage
   D) Decline stage

5. Effective feedback in Performance Evaluation should be:

A) Delayed and infrequent

C) Generalized and ambiguous

B) Specific, timely and constructive

D) Avoided to prevent conflict

6. What is the first step in a formal Grievance Redressal process?

A) Arbitration

C) Termination of employment

B) Filing a written complaint

D) Escalation to higher management

7. What is a key challenge in global training and development?

A) Standardizing training without considering cultural variations

C) Avoiding technology in training programs

B) Language barriers and cultural differences in learning styles

D) Ignoring legal requirements in different countries

8. The most common approach for expatriate compensation is:

A) Paying the same salary as local employees

C) The balance sheet approach

B) Ignoring cost-of-living differences

D) Paying less than home country salaries

9. Which of the following is an unfair recruitment practice?

A) Selecting candidates based on merit and qualifications

C) Conducting structured interviews for all applicants

B) Hiring employees based on nepotism rather than skills

D) Following transparent hiring procedures

10. A fair and ethical compensation policy should:

A) Ensure equal pay for employees doing the same job

C) Offer lower wages to certain employees without justification

B) Favor only senior employees regardless of performance

D) Hide salary structures from employees

PART-B

Answer any THREE questions. Each answer carries EIGHT marks. **[3x 8 = 24]**

11. Describe the challenges faced by organizations in sourcing the right candidates.
12. Distinguish between Job Description and Job Specification.
13. Briefly explain the importance of Human Resource Planning.
14. Analyze the factors affecting Cross cultural Management.
15. Explain how discriminatory practices based on Gender, Race, Disability, Age and other aspects affect Workplace diversity.

PART-C

Answer any THREE questions. Each answer carries TWELVE marks. **[3 x 12 = 36]**

16. Elaborate the role of a human resource manager in ensuring organizational success.
17. Enumerate the steps involved in Selection Process and mention the types of interviews used in the selection process.
18. Explain the purpose of Orientation and Induction for new employees.
19. Illustrate the different methods of Performance Evaluation in Organizations.
20. Assess the future trends and challenges in HRM.

PART-D

Answer the question carrying TEN Marks. **[1 x 10 = 10]**

21. Company Background:

    Infosys, one of India's leading IT services companies, faced challenges in its performance evaluation system. Employees felt that the traditional annual appraisal system was outdated, lacked transparency, and did not provide continuous feedback. This led to dissatisfaction, reduced motivation, and concerns about career growth. Employees found annual performance reviews ineffective, the system lacked real-time feedback and career development insights and Performance evaluations were perceived as biased and subjective. Company took many actions on this part and shift to Continuous Performance Management (CPM) – Moved from annual appraisals to a system of regular feedback and goal setting, 360-Degree Feedback System – Incorporated feedback from peers, managers, and subordinates for a holistic evaluation, AI-Driven Performance Analytics – Used technology to analyze employee performance trends and suggest personalized development plans. Skill-Based Growth Model – Linked promotions and salary hikes to skill development rather than just tenure. These changes lead to Employee satisfaction with performance evaluations improved by 40%.Productivity increased as employees received timely feedback. The company saw better alignment between employee goals and business objectives.

Questions:

a) What were the key issues in the performance evaluation system at Infosys? **(5 Marks)**

b) What steps did Infosys take to improve its performance evaluation system? **(5 Marks)**

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