CMR INSTITUTE OF TECHNOLOGY

IAT-I

Scheme of Evaluation

Date 6-8-25	Human Resource Management	Duration:	90mins	Max Marks:	50	**Sem:**	II	**Branch:**	MBA

Note: Part A - Answer Any Two Full Questions (20*02=40 Marks)

Part B - Compulsory (01*10= 10marks)

Part	Question #		Description	Marks Distribution		Max Marks
A	1	a)	Define HRIS	An HRIS, or Human Resources Information System, is a software solution that centralizes, manages, and automates employee information and related HR processes. It serves as a digital database for employee data, handling tasks like payroll, benefits administration, time tracking, and performance management.	3	20
		b)	Explain the process of performance appraisal in organizations	The performance appraisal process typically involves establishing clear standards, communicating them to employees, monitoring their performance against these standards, conducting a review meeting to discuss results and provide feedback, and then creating a follow-up plan for development. This structured approach evaluates an employee's job performance, identifies strengths and weaknesses, and sets the stage for career growth and organizational alignment. Here are the typical steps in the performance appraisal process: **1.** Establish Performance Standards**:** Define clear, measurable criteria and goals for the employee's job and the expected performance level. **2. Communicate Standards:** Clearly communicate these performance expectations and standards to the employee so they understand what is required of them. **3. Monitor and Collect Data:** Continuously observe and document the employee's performance, gathering data from various sources, which may include managers, peers, and customers.	7	

		c)	Assess the concept of total compensation and its role in motivating employees through a total rewards system.	Total compensation focuses on the monetary value an employee receives, including salary, bonuses, and equity. A total rewards system is a broader, more holistic approach that integrates total compensation with non-monetary elements like health benefits, work-life balance, career development, and recognition. This integrated system motivates employees by addressing their diverse financial and non-financial needs, improving job satisfaction, fostering loyalty, and enhancing overall engagement and performance. Concept of Total Compensation Monetary Focus: Total compensation encompasses all financial rewards given to an employee for their work, such as base salary, commissions, bonuses, and stock options. Value Proposition: It clearly defines the direct financial worth of an employee's role, making it a valuable tool for attracting and retaining talent. Employee Understanding: When communicated effectively, showing the full value of total compensation beyond just the base salary can significantly improve morale and job satisfaction. Role in Motivating Employees through Total Rewards A total rewards system uses compensation and other factors to motivate employees by meeting various needs: Attracting and Retaining Talent: A comprehensive rewards package attracts top candidates and keeps them engaged and loyal, giving a company a competitive edge. Foreign Exchange Earnings: Exporting goods and services allows a country to earn valuable foreign currency.		10	
	2	a)	Explain the primary	The main objectives of industrial relations are to establish industrial peace by minimizing conflict, safeguard the interests of both employers and employees, enhance productivity and economic development, and foster a positive and cooperative work environment through communication and participation in decision-making.		3	20

		b)	Identify and explain factors within and outside the organization that influence compensation decisions.	Compensation decisions are influenced by internal factors such as the organization's financial health, performance, pay philosophy, job structures, and individual employee characteristics (skills, experience, performance), and external factors including the labor market (supply and demand, industry standards), economic conditions, government regulations, cost of living, and societal expectations. These factors are balanced to attract, retain, and motivate employees while remaining competitive and compliant. Internal Factors (Within the Organization) Company Performance and Financial Health: The organization's profitability and financial resources directly influence its ability to offer competitive pay and benefits. Pay Philosophy: The company's underlying beliefs and strategies regarding compensation – such as whether to lead the market, follow it, or lag behind – shape its compensation structures and decisions. Job Evaluation and Structure: How jobs are designed, evaluated based on skills, effort, responsibility, and working conditions, and how these jobs are structured internally create a basis for pay equity and internal consistency.	7	
		c)	Compare and Contrast the Adoption of Human Resource Management in Small and Medium Enterprises (SMEs) and Large Firms.	**Key Differences** Feature | Small and Medium Ente (SMEs) Resources | Limited budget and pers requiring creative, co effective solutions. Structure | Informal, with owners managers performing HR duties. Focus | Immediate, day-to-day tasks like recruitment, employee relations, an compliance.	10	

				Flexibility — Highly flexible and ada to unique challenges ar situations. Strategic Impact — HR often perceived as a necessary overhead rath than a strategic drive Resilience — More vulnerable to ecor downturns, often resort pay-related cost-cuttir		
	3	(a)	State core functions of ILO	The ILO's core functions are: setting international labor standards through conventions and recommendations, supervising their application, providing technical assistance to countries, fostering social dialogue through its tripartite structure, conducting research and publishing data, and promoting fundamental principles and rights at work to achieve social justice and decent employment for all.	3	20
		(b)	Describe different types of Performance Rating Systems in IT firms.	Performance rating systems in IT firms include the traditional Annual Performance Evaluation, goal-focused methods like Management by Objectives (MBO) and Objectives and Key Results (OKRs), multi-faceted approaches such as 360-Degree Feedback and Continuous Performance Management, and descriptive tools like Behaviorally Anchored Rating Scales (BARS). Other methods involve Self-Appraisals, Peer Reviews, and Project Evaluations, with the choice of system often depending on the company's structure and goals. Here's a breakdown of common performance rating systems in IT firms: Goal-Oriented Systems Management by Objectives (MBO): Managers and employees collaboratively set specific, measurable, achievable, relevant, and time-bound (SMART) objectives for an appraisal period. Performance is then evaluated against these agreed-upon goals.	7	

				Objectives and Key Results (OKRs): A modern goal-setting framework where clear, measurable key results are tied to overarching objectives, providing a framework for tracking progress and performance. Feedback-Based Systems 360-Degree Feedback: Collects performance feedback from multiple sources, including direct supervisors, peers, subordinates, and customers, to provide a comprehensive view of an employee's performance and behavior.		
		(c)	Evaluate the effectiveness of specific innovative HRM practices in India and how they influence business performance, employee satisfaction, and competitive advantage.	Innovative HRM practices, including flexible work, digital talent management, green HRM, and personalized career paths, are effective in India by increasing employee satisfaction, enhancing job performance, and fostering competitive advantage. These practices boost engagement and loyalty, especially among younger generations valuing technology and work-life balance, leading to reduced turnover and improved organizational performance. For these practices to be effective, they must be strategically implemented, continuously refined, and tailored to specific employee needs and evolving organizational contexts. Specific Innovative HRM Practices and Their Effects in India Digital Talent Management: Effectiveness: Leverages technology for recruiting, performance management, and data analytics to identify trends and improve engagement. Influence: Addresses the needs of tech-savvy employees, facilitates remote work, and provides data-driven insights for better decision-making. Green HRM (Green Human Resource Management): Effectiveness: Fosters a positive workplace culture and promotes environmental commitment through sustainable practices. Influence: Builds loyalty, attracts talent focused on environmental responsibility, and contributes to long-	10	

				term sustainability, a key aspect of competitive advantage. Flexible Work Arrangements & Work-Life Balance: Effectiveness: Provides autonomy and promotes a better work-life balance, which is a priority for many Indian employees, especially Generation Z. Influence: Increases employee satisfaction and engagement, reduces stress, and can improve overall performance by meeting employee expectations. .		
B	4	(a)	What strategies can HR implement through technologies in small and medium enterprises like BULL Industries to effectively enhance employee engagement and retention, considering the limited resources available?	For SMEs like BULL Industries, HR can leverage affordable technologies to boost engagement and retention by using communication platforms for personalized feedback and recognition, HRM platforms for onboarding and development, and data analytics to understand employee needs. Strategies include gamification, offering remote work and flexibility, conducting employee surveys to inform personalized initiatives, and using internal communication tools to foster a connected and informed workforce. Leverage Communication & Collaboration Tools Personalized Communication: Use platforms like Slack, Microsoft Teams, or even simple email campaigns to send personalized messages, celebrate small wins, and provide targeted feedback, making employees feel seen and valued. Internal Communications Platforms: Establish a centralized platform for announcements, company news, and employee forums to ensure everyone feels informed and connected, reducing feelings of isolation. Utilize Affordable HR Tech for Growth HRM Software: Even budget-friendly Human Resource Management (HRM) systems can streamline onboarding, provide access to career development resources, and manage performance reviews, creating a more professional and efficient employee experience.	5	10

				Employee Surveys & Feedback Tools: Implement simple online survey tools to gather regular feedback on engagement and identify pain points, allowing HR to implement targeted solutions. Incorporate Data-Driven & Personalized Strategies		