

Code: 20HS7701B

**IV B.Tech - I Semester – Regular / Supplementary Examinations
DECEMBER 2025**

**HUMAN RESOURCES MANAGEMENT
(Common for ALL BRANCHES)**

Duration: 3 hours

Max. Marks: 70

Note: 1. This paper contains questions from 5 units of Syllabus. Each unit carries 14 marks and have an internal choice of Questions.

2. All parts of Question must be answered in one place.

BL – Blooms Level

CO – Course Outcome

		BL	CO	Max. Marks
UNIT-I				
1	Describe the skills for HR Professionals. Outline the process of Strategic Management.	L2	CO1	14 M
OR				
2	What is the meaning of HRP? Illustrate the various factors affecting HRP. Justify.	L2	CO1	14 M
UNIT-II				
3	Differentiate between Job Analysis and Strategic HRM.	L2	CO2	14 M
OR				

4	Define the meaning of Job Design. Explain the different types of Job Design Approaches.	L2	CO2	14 M
UNIT-III				
5	What are the various philosophies of Recruiting? Interpret the alternatives to Recruitment.	L3	CO3	14 M
OR				
6	Justify selection as a source of competitive advantage. List out the steps in the process of selection.	L3	CO3	14 M
UNIT-IV				
7	Summarize the Problems of Orientation Programme. Evaluate the Prerequisites of an effective programme.	L3	CO4	14 M
OR				
8	Distinguish between management development and career development.	L3	CO4	14 M
UNIT-V				
9	Recommend the Nature of e-HRM and Infer the advantages of e-Learning.	L3	CO4	14 M

OR				
10	Write the Guidelines for the application of HR practices. What are the major E-HR activities?	L3	CO4	14 M

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SCHEME OF VALUATION

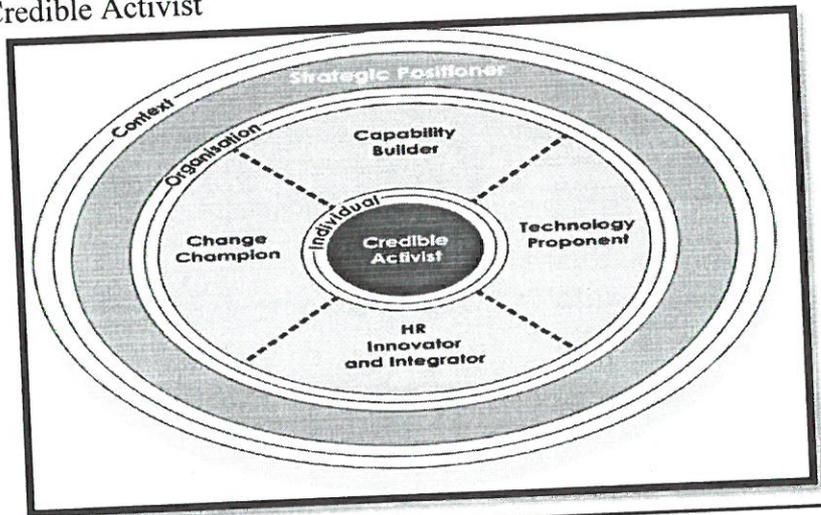
1.	Describe the skills for HR Professionals. Outline the process of Strategic Management. For Skills for HR Professionals For Strategic Management Process	7 Marks 7 Marks	
	Total		14 Marks
2.	What is the meaning of HRP? Illustrate the various factors affecting HRP. Justify. For Meaning For factors affecting HRP	4 Marks 10 Marks	
	Total		14 Marks
3.	Differentiate between Job Analysis and Strategic HRM. For Differences	14 Marks	
	Total		14 Marks
4.	Define the meaning of Job Design. Explain the different types of Job Design Approaches. For Meaning of Job Design For the different types of Job Design Approaches	4 Marks 10 Marks	
	Total		14 Marks
5.	What are the various philosophies of Recruiting? Interpret the alternatives to Recruitment. For various philosophies of Recruiting For Interpret the alternatives to Recruitment.	8 Marks 6 Marks	
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	Total		14 Marks
10.	Write the Guidelines for the application of HR practices. What are the major E-HR activities? For Guidelines for the application of HR practices For major E-HR activities	7 Marks 7 Marks	
	Total		14 Marks

1. Describe the skills for HR Professionals. Outline the process of Strategic Management.

7 Marks

For Skills for HR Professionals

- It is essential to know what knowledge and abilities are necessary for successful HR professionals.
 - For the last 25 years, the Human Resource Competency Study (HRCS) is undertaken by the RBL Group led by Professors Dave Ulrich and Wayne Brockbank.
 - The HRCS is the largest global study on HR competencies and the Ross School of Business at the University of Michigan with the assistance of Global Research Partners.
 - The round six of the HRCS, 2012 identified a clear model for competencies needed by high performing HR professionals and departments.
1. Strategic Positioner
 2. HR Innovator and Integrator
 3. Change Champion
 4. Technology Proponent
 5. Capacity Builder
 6. Credible Activist



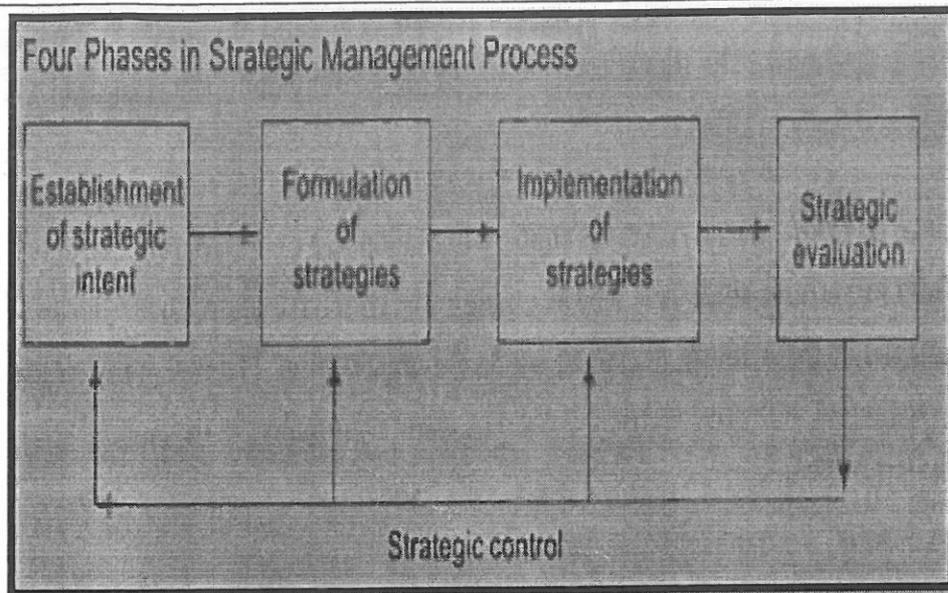
For Strategic Management Process

7 Marks

- The term "strategy" has been found to be equally useful in the business world. In the business sense strategy has been defined in many ways.

Strategy is		
A long-term plan aimed at future	To achieve organizational goals & objectives	Efficient utilization of resources

Strategic Management is defined as the dynamic process of formulation, implementation, evaluation, and control of strategies to realize the organization's strategic intent.



Elements in Strategic Management Process:

Establishing the hierarchy of strategic intent:

- Creating and communicating a vision
- Designing a mission statement
- Defining the business
- Adopting the business model
- Setting objectives

Formulation of strategies:

- Performing environmental appraisals
- Doing organizational appraisals
- Formulating corporate-level strategies
- Formulating business-level strategies
- Undertaking strategic analysis
- Exercising strategic choice
- Preparing strategic plan

Implementation of strategies:

- Activating strategies
- Designing structure, systems, and processes
- Managing behavioural implementations
- Managing functional implementations
- Putting strategies into operation

Performing strategic evaluation and control:

- Performing strategic evaluation
- Exercising strategic control
- Reformulating strategies

Total

14 Marks

2. **What is the meaning of HRP? Illustrate the various factors affecting HRP.**

Justify.

For Meaning

Human resource planning (HRP) is the continuous process of systematic planning to achieve optimum use of an organization's most valuable asset—quality employees.

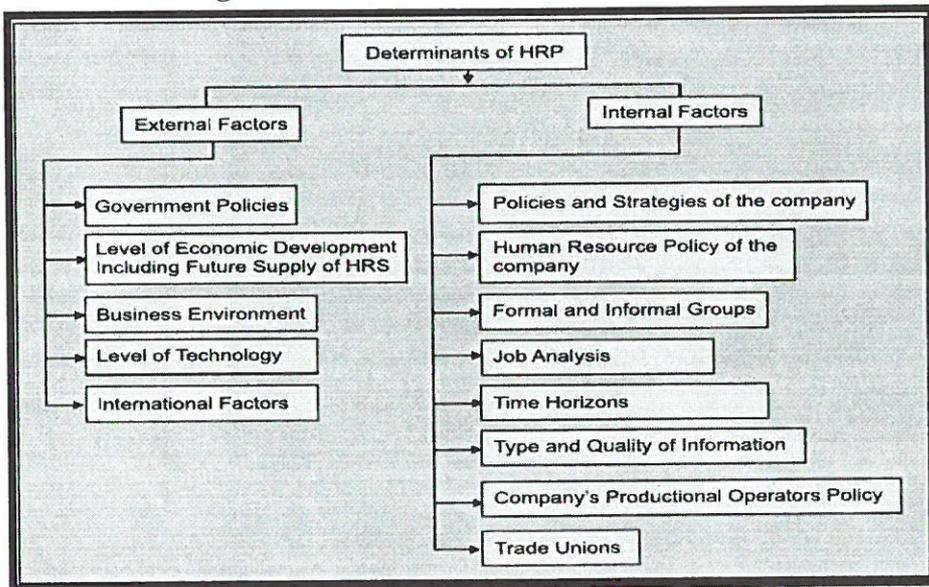
HR planning ensures the best fit between employees and jobs while avoiding manpower shortages or surpluses

- According to **Beach**, “HRP is a process of determining and assuming that the organization will have an adequate number of qualified persons, available at proper times, performing jobs which meet the needs of the enterprise and which provides satisfaction for the individuals involved”

4 Marks

For factors affecting HRP

10 Marks



The external factors are as follows:

- **Government Policies:** Policies of the government like labour policy, industrial relations policy, policy towards reserving certain jobs for different communities and sons-of-the-soils, etc. affect the HRP.
- **Levels of Economic Development:** Level of economic development determines the level of HRD in the country and thereby the supply of human resources in future in the country.
- **Business Environment:** External business environmental factors influences the volume and mix of production and thereby the future demand for human resources.
- **Level of Technology:** Level of technology determines the kind of human resources required.
- **International Factors:** International factors like the demand for the resources and supply of human resources in various countries.

Internal Factors

The internal factors are as follows:

- **Organisation Policies and Strategies:** Organisation's policies and strategies relating to expansion diversification, alliances, etc. determines the human resource demand in terms of quality and quantity.
- **Human Resource Policies:** Human resources policies of the organisation regarding quality of human resource, compensation level, quality of work life, etc. influences human resource plan.
- **Job Analysis:** Fundamentally, human resource plan is based on job analysis. Job description and job specification determines the kind of employees required.
- **Time Horizons:** Organizations with stable competitive environment can plan for the long run whereas the firms with unstable competitive environment can plan for only short-term range.

Total

14 Marks

**3. Differentiate between Job Analysis and Strategic HRM.
For Differences**

14 Marks

Human Resource Management involves both operational and strategic functions. Job Analysis and Strategic Human Resource Management (SHRM) differ significantly in their scope, focus, and objectives, though both are essential for effective people management.

Definitions

Job Analysis is a systematic process of collecting, analysing, and organizing information related to a specific job, including duties, responsibilities, skills, and qualifications required to perform the job effectively.

Strategic Human Resource Management (SHRM) refers to the process of aligning human resource policies and practices with the long-term goals and strategies of the organization to achieve sustainable competitive advantage.

Basis of Comparison	Job Analysis	Strategic Human Resource Management (SHRM)
Meaning	Study of tasks, duties, and responsibilities of a specific job.	Integration of HR functions with organizational strategy.
Nature	Operational and functional.	Strategic and managerial.
Focus	Individual job positions.	Organization as a whole.
Scope	Limited and specific.	Broad and comprehensive.
Time Horizon	Short-term orientation.	Long-term orientation.
Objective	To define job roles and requirements clearly.	To achieve competitive advantage through effective HR
Level of Management	Mainly middle-level and operational managers.	Primarily top-level management.
Decision Orientation	Routine and administrative decisions.	Strategic and policy-oriented decisions.
Outcome	Job descriptions and job specifications.	HR strategies, policies, and workforce planning frameworks.
Role in Recruitment	Identifies skills and qualifications needed for hiring.	Determines talent strategy and future workforce needs.
Flexibility	Relatively rigid and job-specific.	Highly flexible and adaptable to environmental changes.
Approach	Reactive in nature.	Proactive and forward-looking.
Impact on Performance	Improves job clarity and individual efficiency.	Enhances organizational performance and sustainability.

	<p>In conclusion, Job Analysis is a foundational HR activity focusing on individual jobs and operational efficiency, while Strategic Human Resource Management emphasizes long-term planning and alignment of human capital with organizational goals. Both are complementary, with job analysis providing the data required for effective strategic HR decision-making.</p>		
	<p>Total</p>		<p>14 Marks</p>
<p>4.</p>	<p>Define the meaning of Job Design. Explain the different types of Job Design Approaches.</p> <p>For Meaning of Job Design</p> <ul style="list-style-type: none"> • Job Design is the process of structuring work and assigning specific tasks to individuals or groups. These tasks must be done in such a manner that it contributes towards the achievement of organizational objectives in the most effective and efficient manner. • In other words, job design is regarded as an effort to organize and structure tasks, duties and responsibilities into a unit of work to achieve certain objectives. • According to Armstrong, Job design can be defined as “the specification of the contents, methods, and relationships of jobs in order to satisfy technological and organizational requirements as well as the social and personal requirements of the job holder.” <p>For the different types of Job Design Approaches</p> <div style="display: flex; flex-wrap: wrap; justify-content: space-around; margin: 10px 0;"> <div style="border: 1px solid gray; padding: 5px; margin: 5px;">Job Specialization</div> <div style="border: 1px solid gray; padding: 5px; margin: 5px;">Job Characteristics Model</div> <div style="border: 1px solid gray; padding: 5px; margin: 5px;">Work Teams</div> <div style="border: 1px solid gray; padding: 5px; margin: 5px;">Job Rotation</div> <div style="border: 1px solid gray; padding: 5px; margin: 5px;">Job Enlargement</div> <div style="border: 1px solid gray; padding: 5px; margin: 5px;">Job Enrichment</div> </div> <ol style="list-style-type: none"> Job Specialization Job specialization is the first and the most important tool of all. Job specialization is similar to the concept of ‘division of labor. Job specialization means; breaking down the entire job or task into smaller parts and dividing them accordingly. Job Characteristics Model (JCM) The job characteristics model (JCM) is also an effective tool for designing jobs; where job design is conducted considering both the employees’ preferences and the required work system The approach suggests that job design should be done by considering five core dimensions; skill variety, task identity, task significance, autonomy, and feedback. Work Teams Work teams are very useful for doing comprehensive and difficult jobs which require expertise from various departments or faculty or the organization. Job Rotation As the name suggests; job rotation is systematically moving employees from one task to another. However, in practice; job rotation created more problems than solving them, like; employees’ satisfaction and motivation diminishes. It is now used as a training system. Job Enlargement Job enlargement involves increasing the total number of tasks workers are assigned and perform. It also gives employees motivation as it gives them bigger chance to participate in the organization’s operations. It has some 	<p>4 Marks</p> <p>10 Marks</p>	

shortcomings too; more tasks mean more salary payments so more cost, and overdoing it could lead to employees' dissatisfaction.

6. Job Enrichment

It is similar to job enlargement but with a more comprehensive approach. Job enrichment includes increasing the number of tasks and the portion of control over these tasks. Here managers have to give authority along with the responsibility of the jobs.

Total

14 Marks

5. What are the various philosophies of Recruiting? Interpret the alternatives to Recruitment.

For various philosophies of Recruiting

- There are basically two philosophies of recruitment:
- **Traditional Philosophy= "Sell the job"** → More applicants, but higher turnover.
- **Realistic Philosophy= "Tell the truth"** → Fewer applicants, but better retention and satisfaction.

1. Traditional Philosophy:

- The traditional philosophy is to get as many people as possible to apply for the job.
- As a result of this, a large number of job seekers apply for the job, which makes the final selection process difficult and can often result in the selection of wrong candidates.
- Wrong selection can, in turn, lead to employee dissatisfaction and turnover in the long run.

2. Realistic Philosophy:

- In realistic philosophy, the needs of the organization are matched with the needs of the applicants, which enhance the effectiveness of the recruitment process.
- In realistic approach, the employees who are recruited will stay in the organization for a longer period of time and will perform at higher level of effectiveness.

8 Marks

Difference between Traditional and Realistic Job Preview

Traditional Job Preview	Realistic Job Preview
Setting unrealistic and high job expectations.	Setting realistic job expectations.
Job is viewed by the candidates as highly attractive	Attractiveness of job is evaluated in the light of realistic job expectations
High rate of acceptance of job offers.	Some accept and some reject job offers
High expectation belied by actual job experience	Expectations are confirmed by job experience.
Creations of dissatisfaction, frustration and thoughts for leaving the job	Creation of satisfaction in the light of job expectations.
High rate of personnel turnover and lower rate of job survival	High rate of personnel retention and high rate of job survival

For Interpret the alternatives to Recruitment.

- Several alternatives to traditional recruitment exist, including utilizing

	<p>employee referrals, hiring boomerang employees, targeting passive candidates, and exploring options like outsourcing, subcontracting, and temporary employment.</p> <ul style="list-style-type: none"> Organizations can also leverage in-house recruitment marketing teams, invest in applicant tracking systems, or consider employee leasing. <p>1. Employee Referrals:</p> <ul style="list-style-type: none"> Encourage current employees to recommend potential candidates, which can lead to higher quality hires and faster recruitment times. Referral programs can also boost employee morale and engagement. <p>2. Boomerang Employees:</p> <ul style="list-style-type: none"> Rehiring former employees can be a great way to bring back valuable talent with existing knowledge of the company and its culture. This can also be a cost-effective option, as these employees may require less training and onboarding. <p>3. Passive Candidates:</p> <ul style="list-style-type: none"> Targeting individuals who are not actively seeking new employment can provide access to a wider pool of talent, including those who may be more experienced and qualified. LinkedIn and other professional networking platforms can be useful for identifying and connecting with passive candidates. <p>4. Outsourcing and Subcontracting:</p> <ul style="list-style-type: none"> Outsourcing involves hiring a third-party vendor to handle all or part of the recruitment process. Subcontracting can be used for specific projects or tasks, allowing companies to leverage specialized expertise without committing to a full-time employee. <p>5. Temporary Employment:</p> <ul style="list-style-type: none"> Hiring temporary or contract workers can provide flexibility to meet fluctuating business needs. This can be a useful option for seasonal work or for specific projects with defined timelines. <p>6. In-House Recruitment Marketing:</p> <ul style="list-style-type: none"> Building an in-house team to manage recruitment marketing efforts can help control branding and reduce reliance on external agencies. This approach can also foster a stronger connection with candidates and improve the overall recruitment experience. <p>7. Employee Leasing:</p> <ul style="list-style-type: none"> In employee leasing, a company hires employees through a third-party provider, which handles payroll, benefits, and other HR functions. This can be a useful alternative for companies that need specialized expertise or flexibility without the full commitment of hiring permanent employees. <p>8. Promotion from within and up skilling:</p> <ul style="list-style-type: none"> Promoting existing employees and providing opportunities for up-skilling can be a cost-effective way to fill vacancies and retain talent. Investing in employee development can also boost morale and motivation. 	6 Marks	
Total			
6.	<p>Justify selection as a source of competitive advantage. List out the steps in the process of selection.</p> <p>For selection as a source of competitive advantage</p> <ul style="list-style-type: none"> In Human Resource Management (HRM), selection is more than just filling job vacancies—it can be a powerful source of competitive advantage when executed strategically. Organizations that excel at hiring the right talent can outperform competitors in innovation, customer satisfaction, productivity, and 	7 Marks	14 Marks

profitability.

1. Attracting and Retaining Top Talent

- Selecting high-performing, skilled, and culturally aligned individuals improves overall workforce quality.
- Talented employees drive innovation, improve processes, and deliver better results.

2. Reducing Turnover and Hiring Costs

- Effective selection reduces mismatches between employees and roles, leading to lower turnover.
- Lower turnover saves recruitment and training costs, and retains organizational knowledge.

3. Boosting Productivity and Performance

- Right-fit employees are more productive, engaged, and motivated.
- A well-selected team works more efficiently and delivers higher performance with fewer errors.

4. Enhancing Organizational Culture and Cohesion

- Selection ensures candidates align with the organization's values, mission, and culture.
- This alignment fosters better teamwork, communication, and employee satisfaction.

5. Strengthening Employer Brand

- Consistently hiring top performers builds a strong reputation in the job market.
- A strong employer brand attracts more high-quality candidates in the future.

6. Better Customer Satisfaction

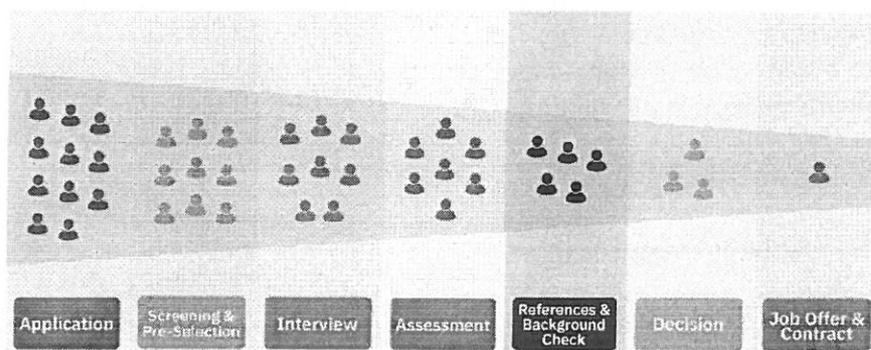
- Employees who are well-suited to their roles often provide better service or products.
- This leads to improved customer loyalty, market share, and long-term business growth.

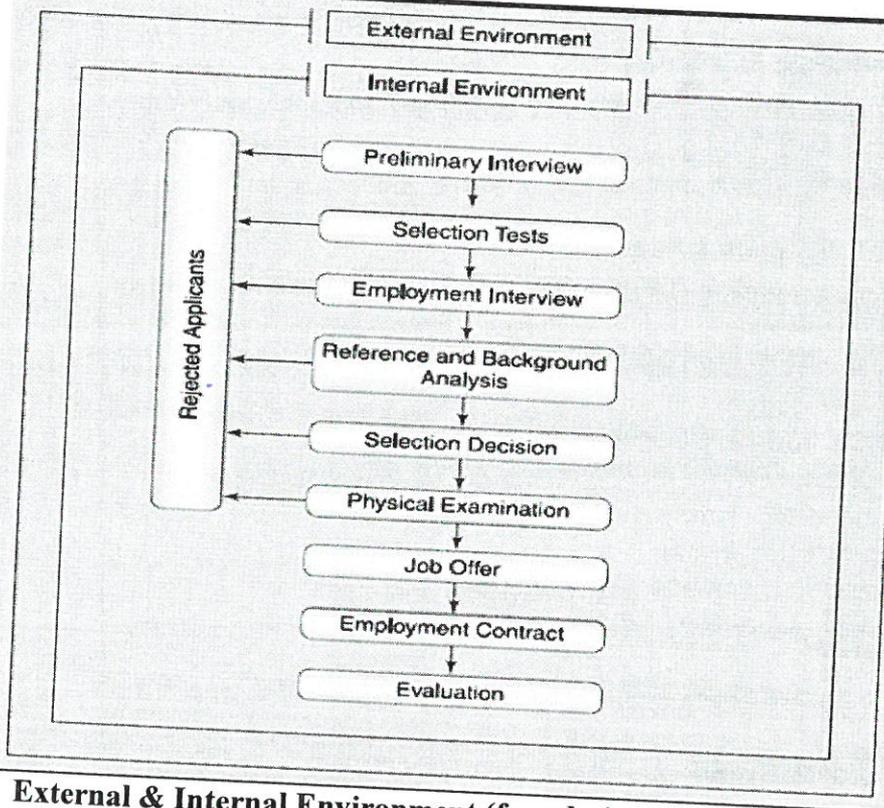
7. Adaptability and Innovation

- Strategic selection focuses not only on current job fit but also on potential for growth.
- Hiring adaptable, growth-minded individuals positions the company to thrive in changing markets.

7 Marks

For steps in the process of selection





- **External & Internal Environment (foundation)**
- **Purpose:** Define constraints and inputs for selection (labor market, laws, employer brand; internal workforce plan, budget, policies).
- **Activities:** Market scan, manpower planning, approval of requisition and pay band, prepare job description and selection criteria.
- **Who:** HR leadership, hiring manager, top management.
- **Output:** Approved requisition, JD/JDAs, pay band and selection rubric.

1. Preliminary Interview

- **Purpose:** Filter unsuitable candidates early.
- **Typical Activities:** Short phone/video screen; check qualifications, eligibility, salary expectations, notice period.
- **Who's Involved:** Recruiter / HR Executive.
- **Best Practices:** Use structured checklist; avoid bias; record reasons.
- **Expected Output:** Candidates marked as Proceed / Hold / Reject.

2. Selection Tests

- **Purpose:** Assess skills, aptitude, and fit objectively.
- **Typical Activities:** Aptitude test, technical test, work sample, personality/psychometric assessment.
- **Who's Involved:** HR team, line manager, external vendors (if used).
- **Best Practices:** Ensure tests are job-related, validated, and accessible; apply uniform cut-scores.
- **Output:** Test scores and shortlisted candidates.

3. Employment Interview:

- Interview is a formal, in-depth conversation conducted to evaluate the applicant's acceptability.
- It is considered to be an excellent selection device.
- Interview can be adapted to unskilled, skilled, managerial and professional employees.
- It allows a two-way exchange of information, the interviewers learn about the applicant, and the applicant learns about the employer.

- ### 4. Reference and Background Checks:
- Personal details such as names, addresses, and telephone numbers of the references may also be requested to be provided to attain extra information about the candidates. The references can be

	<p>anyone who knows the applicant, teachers, professors, ex-employers, etc.</p> <p>5. Selection Decision: The candidates who qualify for the tests, interview rounds, and reference checks ultimately get selected for the final decision. In this process, the opinion of concerned the manager makes the concluding decision as to who will be selected among those final candidates qualifying for that particular job.</p> <p>6. Physical Examination: After the selection decision and before the job offer is provided, the candidate goes through a medical examination to prove that they are physically and mentally fit for that job. Only then the candidate is given the job offer.</p> <p>7. Job Offer:</p> <ul style="list-style-type: none"> • The step following all the other steps is receiving the job offer. The job offer is provided to only those who have passed all the prior obstacles. • The job offer is provided through a letter of appointment, which approves the candidate's acceptance. • The letter of appointment normally contains the date on which the candidate has to report on duty. • The letter also prescribes a specified time at which the candidate is supposed to report. <p>8. Contract of Employment: When the job offer is provided and accepted by the candidate, both the employer and the candidate are required to put into effect certain documents, like an attestation form.</p> <ul style="list-style-type: none"> • Such a form contains certain details that are verified and attested by the candidate. • It is a document that may be beneficial in the future. • It is also important to prepare a contract of employment. • The information necessary to be written in the contract of employment may differ according to the level of the job. • Some of the details that the contract include are as follows- Job Title, Duties, Responsibilities, Date of joining of the employee, rates of pay, allowances, the disciplinary procedure, work rules, working hours, leave rules, illness, grievance procedure, termination of employment, etc. <p>9. Evaluation:</p> <ul style="list-style-type: none"> • Purpose: To assess the effectiveness of the hiring process and the employee's initial performance. • Activities: Feedback collection, performance metrics, probation period review. • Involved: Supervisors and HR. • Outcome: Identify areas for improvement and confirm long-term employment. <p>10. External and Internal Environment The selection process is influenced by:</p> <ul style="list-style-type: none"> • External Environment: Market trends, competition, legal regulations, labor availability. • Internal Environment: Company policies, culture, organizational goals, resources. <p>11. Rejected Applicants</p> <ul style="list-style-type: none"> • At every stage, applicants who do not meet the criteria are filtered out and rejected, ensuring only the most suitable candidates proceed. 		
	Total		14 Marks
7.	<p>Summarize the Problems of Orientation Programme. Evaluate the Prerequisites of an effective programme.</p> <p>For Problems of Orientation Programme</p> <ul style="list-style-type: none"> • Overload of Information <ul style="list-style-type: none"> – New employees are bombarded with too much data in a short 	7 Marks	

time, making it hard to retain.

- **One-Time Event**
 - Many organizations treat orientation as a single-day ritual instead of an ongoing process.
- **Lack of Planning & Structure**
 - Unorganized sessions, missing schedules, or poorly prepared facilitators make programs ineffective.
- **Irrelevant or Generic Content**
 - Sessions may focus only on company history and policies without addressing job-specific needs.
- **Passive & Monotonous Delivery**
 - Long lectures without interaction can bore employees and reduce engagement.
- **Neglect of Cultural & Social Integration**
 - Focus only on rules and regulations, ignoring socialization, teamwork, and organizational culture.
- **Inadequate Trainer Involvement**
 - HR may lead the entire program without active participation from managers and peers.
- **Resource Limitations**
 - Lack of updated handbooks, digital tools, or audiovisual aids reduces effectiveness.
- **Poor Feedback & Evaluation**
 - Absence of post-orientation surveys or assessments means organizations don't know if objectives were met.
- **Mismatch with Employee Needs**
 - Different job roles (technical, managerial, sales) require different orientation, but many programs adopt a "one-size-fits-all" approach.
- **Time Constraints**
 - Orientation is often rushed due to workload pressures, leaving new hires underprepared.
- **Lack of Follow-up Support**
 - New employees may struggle later because no mentoring or refresher sessions are provided.

For Prerequisites of an effective Programme

7 Marks

Requisite	Explanation	Example
Clear Objectives	Orientation should have defined goals such as familiarizing employees with roles, policies, and culture.	Setting objectives like reducing turnover, improving job readiness.
Structured Program Design	Organized schedule with timelines, topics, facilitators, and methods.	A 3-day program with sessions on HR policies, team-building, and role-specific training.
Relevant Content	Provide essential company and job-related information.	Explaining company history, mission, HR rules, and safety regulations.
Engagement and Interaction	Encourage active participation through activities.	Role plays, group discussions, and Q&A sessions.
Cultural Integration	Help employees understand organizational values and informal norms.	Sharing success stories and organizational values through videos.
Accessible Learning Resources	Provide user-friendly materials for reference.	Employee handbooks, online learning modules, FAQs.

Customization & Flexibility	Adapt the program to different roles, levels, and work modes.	Separate modules for sales staff, IT employees, and remote workers.
Evaluation & Feedback	Collect input to identify gaps and improve continuously.	Feedback surveys after orientation sessions.
Continuous Process	Orientation should go beyond Day 1 and support employees during early months.	Follow-up sessions after 30/60 days to review progress.

Total

14 Marks

8. Distinguish between management development and career development. For Differences

14 Marks

Management Development refers to the systematic process of improving managerial skills, abilities, and competencies to enhance present and future managerial performance.

Career Development is a continuous process through which individuals plan, implement, and monitor their career goals with support from the organization.

Basis of Distinction	Management Development	Career Development
Meaning	Development of managerial knowledge, skills, and abilities.	Development of an individual's career path over time.
Focus	Managers and supervisory personnel.	All employees at different career stages.
Nature	Organizationally driven.	Individually driven with organizational support.
Objective	To improve managerial effectiveness and leadership capability.	To achieve personal career goals and job satisfaction.
Scope	Limited to management roles.	Broad, covering entire working life of an employee.
Time Orientation	Short to medium term.	Long-term and continuous.
Responsibility	Primarily the organization.	Shared responsibility of employee and organization.
Approach	Structured and formal.	Can be formal or informal.
Techniques Used	Training programs, job rotation, coaching, mentoring.	Career counseling, succession planning, self-assessment.
Basis	Based on organizational needs and future leadership requirements.	Based on individual interests, abilities, and aspirations.

	Outcome	Improved managerial performance and leadership pipeline.	Career growth, motivation, and retention.		
	Flexibility	Less flexible and role-specific.	Highly flexible and personalized.		
	Performance Impact	Directly impacts organizational performance.	Impacts employee commitment and long-term productivity.		
	Total				
9.	Recommend the Nature of e-HRM and Infer the advantages of e-Learning. For Nature of e-HRM e-HRM refers to the use of web-based technologies and digital systems to manage HR functions and processes. <ul style="list-style-type: none"> • It allows organizations to perform HR activities such as recruitment, payroll, training, performance appraisal, and employee communication through electronic means. • Technology-Driven: e-HRM relies on information and communication technology (ICT) for performing HR functions online. • Paperless System: Most HR operations like recruitment, payroll, and appraisals are conducted digitally, reducing paperwork. • Data-Oriented: It emphasizes accurate and real-time data collection, storage, and analysis for better HR decisions. • Employee-Centric: Provides self-service portals where employees can access and update their information anytime. • Strategic in Nature: Supports top management in planning, analyzing workforce trends, and making strategic HR decisions. • Flexible and Accessible: Allows HR activities to be carried out from anywhere, enhancing accessibility and convenience. • Cost-Effective: Reduces administrative costs and time by automating repetitive HR processes. • Integrated Approach: Combines various HR functions like recruitment, training, performance, and payroll into a single digital platform. For the advantages of e-Learning. <ul style="list-style-type: none"> • Flexibility and Convenience Learners can access courses anytime and anywhere, allowing them to learn at their own pace. • Cost-Effective Reduces expenses related to travel, accommodation, and printed study materials. • Wide Access to Learning Resources Provides access to diverse digital content such as videos, simulations, and online libraries. • Self-Paced Learning Enables learners to revisit lessons and assessments until concepts are clearly understood. • Time Saving Eliminates commuting time and allows efficient use of learning hours. • Scalability and Consistency Same quality of content can be delivered to a large number of learners simultaneously. 			14 Marks	
	Total			8 Marks	6 Marks
	Total				14 Marks

<p>10. Write the Guidelines for the application of HR practices. What are the major E-HR activities?</p> <p>For Guidelines for the application of HR practices</p> <ol style="list-style-type: none"> 1. Understand Business Needs and Workforce <ul style="list-style-type: none"> • Assess the skills, roles, and responsibilities required. • Align HR practices with business goals and workforce size. 2. Start with Simple and Cost-Effective Practices <ul style="list-style-type: none"> • Implement basic HR functions like recruitment, onboarding, training, and performance feedback. • Use low-cost solutions such as mentoring, peer learning, or simple reward systems. 3. Develop Clear Policies <ul style="list-style-type: none"> • Create written guidelines for recruitment, leave, promotions, and appraisals. • Policies should be simple, transparent, and adaptable to small teams. 4. Focus on Recruitment and Retention <ul style="list-style-type: none"> • Hire employees based on skills and cultural fit. • Offer recognition, responsibilities, and growth opportunities to retain talent. 5. Provide Training and Development <ul style="list-style-type: none"> • Use on-the-job training, workshops, or online courses. • Develop multi-skilled employees to handle multiple roles efficiently. 6. Implement Performance Management <ul style="list-style-type: none"> • Conduct regular feedback sessions instead of complex appraisal systems. • Recognize achievements formally or informally to motivate employees. 7. Ensure Employee Engagement <ul style="list-style-type: none"> • Encourage open communication and team collaboration. • Organize small social activities, celebrations, or flexible work options. 8. Comply with Legal Requirements <ul style="list-style-type: none"> • Maintain basic employee records and follow labor laws, EPF, ESI, and other statutory requirements. • Avoid legal penalties and promote a safe and fair work environment. 9. Leverage Technology <ul style="list-style-type: none"> • Use affordable HR software for payroll, attendance, and performance tracking. • Even simple digital tools can reduce manual errors and save time. 10. Monitor and Improve HR Practices <ul style="list-style-type: none"> • Regularly evaluate the effectiveness of HR initiatives. • Modify or upgrade practices based on feedback and business needs • MSMEs should focus on simple, cost-effective, and adaptable HR practices. • Key areas: recruitment, training, performance management, engagement, retention, and compliance. • Gradual implementation and regular improvement ensure better employee satisfaction, productivity, and business growth. 	<p>7 Marks</p>	
<p>For major E-HR activities</p> <ol style="list-style-type: none"> 1. e-Recruitment e-Recruitment refers to the use of online platforms and digital tools to attract job applicants. Organizations post vacancies on company websites, job portals, and social media. It helps in reaching a wider talent pool quickly and efficiently. It reduces recruitment cost and time significantly. 2. e-Selection e-Selection involves conducting online tests, interviews, and assessments for candidate selection. It includes aptitude tests, psychometric tests, and video interviews. The process ensures objective and standardized evaluation of candidates. It improves accuracy and speeds up decision-making. 3. e-Performance Management e-Performance Management uses digital systems to monitor and evaluate 	<p>7 Marks</p>	

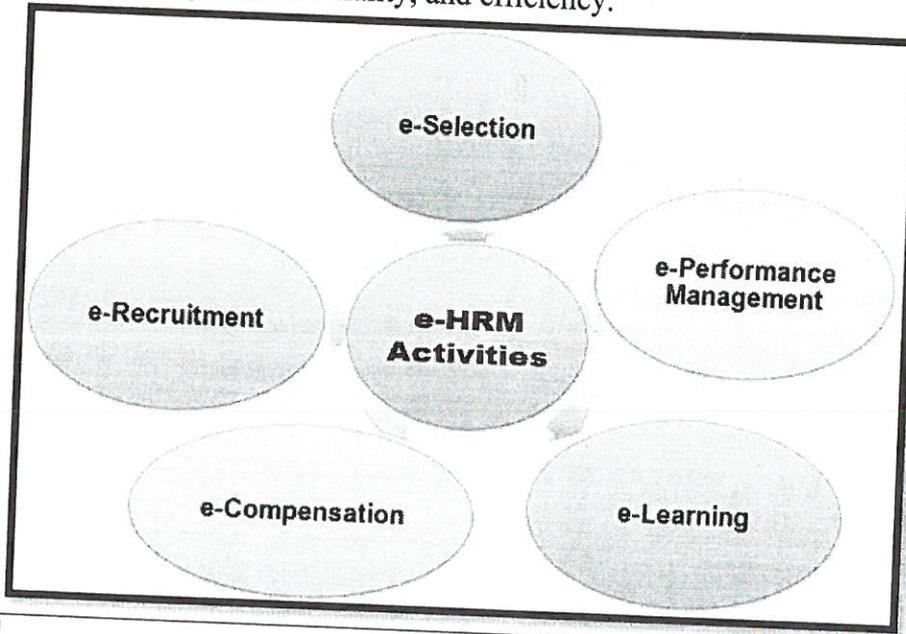
employee performance. It includes online goal setting, performance appraisal, and feedback mechanisms. Employees and managers can track performance in real time. It enhances transparency and accountability.

4. e-Learning

e-Learning provides training and development through online courses and virtual platforms. Employees can access learning materials anytime and anywhere. It supports self-paced learning and skill up gradation. It reduces training costs and improves learning effectiveness.

5. e-Compensation

e-Compensation refers to managing salaries, incentives, and benefits through electronic systems. It enables online payroll processing and compensation planning. Employees can view payslips and benefits details digitally. It ensures accuracy, confidentiality, and efficiency.



Total

14 Marks
