



2025

Commerce

**Course No: COM203C**  
**(Human Resource Management)**

Full Marks: 60

Time: 3 hours

The figures in the margin indicate full marks for the questions

*Answer all questions*

1. (a) "The HRM we see today has not always been the same; it has evolved over the years." Comment on this statement, citing the different phases of the evolution and development of HRM. 12  

**Or**

- (b) Discuss the key stages in the SHRM process and explain their significance in achieving organizational goals. 12
- 2. (a) "HRP is a continuous process rather than a one-time activity." Discuss. 6  
(b) How does HRP contribute to organizational growth? 6  

**Or**

- (c) "The effectiveness of job analysis depends on the accuracy of data collection methods." Express your views with examples.  
(d) What challenges do organizations face in designing jobs effectively? 7+5=12
- 3. (a) What does 'outsourcing' mean? What are the implications and advantages of outsourcing in a globalised world?  
(b) "If employees are properly selected, there should be no need for an induction programme." Do you agree or disagree? Justify your viewpoint. (2+4)+6=12  

**Or**

- (c) Internal sources of recruitment are better than external sources of recruitment.' Do you agree with this statement? Provide reasons to support your answer.  
(d) Elucidate the different sources of selection. Bring out the selection steps that can be adopted to fill in middle-level managers. 6+(2+4)=12
- 4. (a) What are the advantages of training to the individual and the organisation?  
(b) Training is a tool that should be considered an investment for the organisation, not an expenditure. Comment and justify. 6+6=12  

**or**

- (c) Imagine you are tasked with designing a training workshop for a group of individuals who have recently been recruited for the company's floor-level operations. How will you proceed? Explain each step-in detail.  
(d) List the various types of on-the-job and off-the-job training methods, and explain any two methods from each category. 6+(2+4)=12

5. (a) "Technology has transformed HR management through HRIS." Discuss.  
(b) What challenges do organizations face in implementing HRIS? **7+5=12**  
**Or**  
(c) "Work-life balance leads to better productivity and employee satisfaction." Do you agree? Justify your answer.  
(d) How does Green HRM help in employer branding and employee motivation? **6+6=12**

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