

**Code No: MB193A4 /19**

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY GURAJADA VIZIANAGARAM**

**MBA III Semester Regular/Supplementary Examinations, November 2025**

**Human Capital Management (HR)**

**Time: 3 Hours**

**Max. Marks: 75**

---

*Answer any FIVE Questions One Question From Each Unit*  
*Question No.11 is Compulsory*

---

**UNIT-I**

- |    |   |                                                                                  |    |
|----|---|----------------------------------------------------------------------------------|----|
| 1. | a | Define Human Capital Management and its nature.                                  | 6M |
|    | b | Explain the socio-economic relevance of labor problems in the business scenario. | 6M |

**OR**

- |    |   |                                                                                    |    |
|----|---|------------------------------------------------------------------------------------|----|
| 2. | a | Discuss the key features of the Human Capital Model.                               | 6M |
|    | b | Analyze how industrialization has influenced the development of the labor economy. | 6M |

**UNIT-II**

- |    |   |                                               |    |
|----|---|-----------------------------------------------|----|
| 3. | a | Write a note on Human Resource Accounting.    | 6M |
|    | b | Analyze the various cost-based models of HRA. | 6M |

**OR**

- |    |   |                                                         |    |
|----|---|---------------------------------------------------------|----|
| 4. | a | Denote the advantages and limitations of the HRA.       | 6M |
|    | b | Explain the Current Purchasing Power Method (C.P.P.M.). | 6M |

**UNIT-III**

- |    |   |                                                                   |    |
|----|---|-------------------------------------------------------------------|----|
| 5. | a | List the value-based models of human capital and explain.         | 6M |
|    | b | Write a note on Hermanson's Adjusted Discount Future Wages Model. | 6M |

**OR**

- |    |   |                                                                           |    |
|----|---|---------------------------------------------------------------------------|----|
| 6. | a | Identify the recent developments in human capital accounting and analyze. | 6M |
|    | b | Write a note on Robinson's Human Asset Multiplier Method.                 | 6M |

**UNIT-IV**

- |    |   |                                                                                 |    |
|----|---|---------------------------------------------------------------------------------|----|
| 7. | a | Define the concept of Quality of Work Life (QWL) and describe its key elements. | 6M |
|    | b | Discuss the concepts of Employee Engagement and measurements of engagement.     | 6M |

**OR**

- |    |   |                                                                              |    |
|----|---|------------------------------------------------------------------------------|----|
| 8. | a | What do you mean by Worker's Participation in Management and its objectives? | 6M |
|    | b | How do quality circles contribute to QWL and workers' participation?         | 6M |

**UNIT-V**

- |    |   |                                                                                           |    |
|----|---|-------------------------------------------------------------------------------------------|----|
| 9. | a | Analyze the causes of industrial accidents in India, and propose measures for prevention. | 6M |
|    | b | Illustrate workplace counseling and its types.                                            | 6M |

**OR**

- |     |   |                                                                                                                       |    |
|-----|---|-----------------------------------------------------------------------------------------------------------------------|----|
| 10. | a | Define "industrial accident" and explain the various types of industrial accidents.                                   | 6M |
|     | b | Discuss the main social security mechanisms and the role of occupational health and safety programs in the workplace. | 6M |

## CASE STUDY

- 11      South Indian Bank was established in 1980. Most of the employees joined as clerks with an M.Com qualification in 1980 and progressed to become branch managers and regional managers by 1990. Thus, most of the bank's managers are either matriculates or graduates. These managers have been performing various functions, including marketing functions of the bank, such as purchasing deposits and selling advances. Top management of the bank decided to employ candidates with MBA (Marketing) qualification as Marketing Executives in 2006. The bank's managers protested against the management's decisions, arguing that their extensive experience would enable them to perform the marketing functions more efficiently than MBAs. However, top management disregarded the opposition of the managers and hired MBA (Marketing) candidates as Marketing Executives. MBAs joined the bank in 2006 and assumed the responsibilities of purchasing deposits, selling advances, and recovering advances. The bank's performance was poor during 2006 and 2007, particularly in areas such as deposit mobilization (down 30%), advance sanctioning (down 20%), and advance recovery (down 40%). The personnel department, along with other departments of the bank, was tasked with identifying the reasons for the declining performance. The newly employed Marketing Executives felt that the old managers would not accept new ideas proposed by them, whereas the old managers opined that the Marketing executives thought very highly of them and did not allow themselves to share others' experience and ideas. Both felt that there were no special interactions between the two groups. 15M

### Questions:

1. Do you think that the performance of the Marketing Executives has fallen?
2. What is the problem in this case?
3. What do you recommend to solve the problem?