COMSATS University Abbottabad
Department of Management Sciences
FINAL EXAMS– FALL 2025

Class: BCS 8C
Subject: Human Resource Management
Total Time Allowed: 3 hours
Name:_____

Date:23-12-2025
Instructor: Abida Jadoon
MaxMarks:50
Registration #_____

Instructions: Attempt ALL questions.

Each case study carries 10 marks.

**Case Study 1: Human Resource Planning (10 Marks)**

A growing software company in Islamabad recently secured two large international contracts. Currently, the firm has 80 employees, but project heads estimate that at least 120 skilled professionals will be required within the next six months. The HR department does not follow any formal human resource planning or forecasting techniques. As a result, existing employees are facing excessive workload, overtime costs have increased, and employee burnout is becoming common.

Q1. Analyze two major human resource planning issues highlighted in the case. (5 marks)

Q2. Propose two manpower forecasting techniques that could help the organization manage its future workforce needs effectively. (5 marks)

**Case Study 2: Selection, Orientation & Training (10 Marks)**

A national retail chain hired 30 sales employees just before the Eid season to handle increased customer traffic. Due to time pressure, interviews were brief, background checks were skipped, and no formal orientation program was conducted. Within one month, customer complaints increased, employee turnover rose, and supervisors reported poor coordination and lack of commitment among newly hired staff.

Q1. Examine two consequences of ineffective selection and absence of orientation in this case. (5 marks)

Q2. Recommend two appropriate training methods that could improve employee performance and customer service quality. (5 marks)

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**Case Study 3: Performance Appraisal & Motivation (10 Marks)**

In a manufacturing organization, employees receive nearly identical performance ratings every year, regardless of effort or results. High-performing employees feel unrecognized, while average performers see no incentive to improve. Recently, management observed declining productivity, increased absenteeism, and reduced employee engagement.

Q1. Critically evaluate two weaknesses in the organization's performance appraisal system. (5 marks)

Q2. Using any one motivation theory, explain why employee motivation has declined in this organization. (5 marks)

**Case Study 4: Compensation Management & Labour Unions (10 Marks)**

A textile factory revised its compensation structure to reduce operational costs without consulting employees or the labour union. Management believed the changes were financially necessary, but workers perceived the decision as unfair. As a result, labour unions organized strikes, production was disrupted, and relations between management and employees deteriorated.

Q1. Discuss two reasons why changes in compensation systems often result in labour unrest. (5 marks)

Q2. Suggest two practical measures management can take to improve union–management relations and prevent future conflicts. (5 marks)

**Case Study 5: Recruitment, Job Analysis, HRIS & Occupational Health & Safety (10 Marks)**

A logistics company hired drivers without conducting proper job analysis. Job roles were unclear, safety responsibilities were not communicated, and training was inconsistent. HR records were maintained manually, making it difficult to track employee health reports, accidents, and training history. Over time, workplace accidents increased and insurance costs rose significantly.

Q1. Identify two problems caused by poor job analysis as seen in the case. (5 marks)

Q2. Explain how HRIS can support occupational health and safety management in this organization. (5 marks)

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