



[Question of Term Final Examination]



Khulna University

School: Management and Business Administration Discipline: Human Resource Management Program: BBA in HRM

Year: 3rd Term: 2nd Examination Year: 2026 Session: 2024-2025

Course Code: 0413 25 HRM 3201 Course Title: Cost and Management Accounting

Total Marks: 60 Time: 3 Hours Credit: 03

Instructions (if any): Use separate sheet for each section and answer all parts of a specific question together such as 1a, 1b, 1c....

Section-A

There are **FOUR** questions in this section. Answer any **THREE** questions.

1. a) What do you mean by Managerial Accounting? [L1; CLO1] 02
b) Discuss different costing techniques used in managerial decision-making. [L4; CLO1] 04
c) Classify several types of costs with proper examples. Present your answer by drawing a graph of the classification. [L2; CLO1] 04
2. Marwick's Pianos Manufactures pianos and sold 40 pieces for an average price \$3,125 for each in the previous month and the cost of preparing pianos is as follows: 10

Beginning merchandise inventory	20,000
Purchase	50,000
Ending merchandise inventory	\$2,000
Conversion cost	\$ 30,000
Manufacturing overhead	\$ 10,000
Note: Inventory cost is excluded from other direct costs except direct materials.	

The company's selling and administrative costs are incurred as follows:

Cost	Cost Formula
Advertising	\$700 per month
Sales salaries and commissions	\$950 per month, plus 8% of sales
Delivery of pianos to customers	\$30 per piano sold
Utilities	\$350 per month
Depreciation of sales facilities	\$800 per month
Executive salaries	\$2,500 per month
Insurance	\$400 per month
Clerical	\$1,000 per month plus \$20 per piano sold
Depreciation of office equipment	\$300 per month

Required:

- i) Prepare a traditional format income statement for August.
 - ii) Prepare a contribution format income statement.
 - iii) Refer to the income statement, why might it be misleading to show the fixed costs on a per unit basis? [L3; CLO2]
3. a) Define Degree of Operating Leverage. What assumption is usually made concerning sales mix in CVP analysis? [L2; CLO3] 04
b) Nellie Company has monthly fixed costs totaling \$100,000 and variable costs of \$20 per unit. Each unit of product is sold for \$25. Assume the Company expects to sell 24,000 units of product this coming month. 06

Required:

- i) Find the break-even point in units.
- ii) How many units must be sold to earn a monthly profit of \$40,000?
- iii) Find the margin of safety in units and dollar sales. [L3; CLO3]

4. a) Under the absorption costing, how is it possible to increase net operating income without increasing sales? [L2; CLO4] 02
- b) Danin Corporation produces and sells a single product, a wooden hand loom for weaving small items such as scarves. Selected cost and operating data relating to the product for two years are given below: 08

Selling price per unit	\$50
Manufacturing costs:	
Direct materials (Per unit)	\$11
Direct labor (Per unit)	\$6
Variable manufacturing overhead (Per unit)	\$3
Fixed manufacturing overhead per year	\$120,000
Selling and administrative expenses:	
Variable per unit sold	\$4
Fixed per year	\$70,000

	Year 1	Year 2
Unit in beginning inventory	0	2,000
Units produced during the year	10,000	6,000
Units sold during the year	8,000	8,000
Units in ending inventory	2,000	0

Required:

- i)Assume the company uses absorption costing. Compute the unit product cost in each year. Prepare an income statement for each year.
- ii)Variable costing per unit product cost \$20, Net Operating income \$18000, Reconcile the variable costing and absorption costing net operating incomes. [L3; CLO4]

Section-B

There are **FOUR** questions in this section. Answer any **THREE** questions.

1. a) In what functional ways does activity-based costing differ from traditional costing? [L2; CLO5] 02
- b) Fogerty Company makes two products, titanium Hubs, and Sprockets. Data regarding the two products follows: 08

	Direct Labor-Hours per Unit	Annual Production
Hubs	0.90	21,000 units
Sprockets	0.50	51,000 units

Additional information about the company follows:

- Hubs require \$28 in direct materials per unit, and Sprockets require \$11.
- The direct labor wage rate is \$11 per hour.
- Hubs are more complex to manufacture than Sprockets and they require special equipment.
- The ABC system has the following activity cost pools:

Activity Cost Pool (Activity Measure)	Estimated Overhead Cost	Activity		
		Hubs	Sprockets	Total
Machine setups (number of setups)	\$18,720	80	64	144
Special processing (machine-hours)	\$112,500	4,500	0	4,500
General factory (organization-sustaining)	\$503,400	NA	NA	NA

Required:

- i) Compute the activity rate for each activity cost pool. Did you compute an activity rate for all of the activity cost pools? Why or why not?
- ii) Determine the unit product cost of each product according to the ABC system. [L3; CLO5]

2. a) Akxa Limited of Bangladesh has budgeted sales for the next four months as follows: 05

	Unit Sales		Unit Sales
July	25,000	September	45,000
August	37,500	October	40,000

The company is now in the process of preparing a production budget for the year. The trend shows that the ending inventory must be equal 8% of the following month's unit sales. At the end of the month, June's unsold inventory was 2000 units, including 500 units that were sold to a bankrupt company, and sold units returned inventory was 1000 units. Prepare a production budget by month in total, for the third quarter. [L3; CLO6]

b) Weller Company's budgeted unit sales for the upcoming fiscal year are provided below: 05

	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Budgeted unit sales	15,000	16,000	14,000	13,000

The company's variable selling and administrative expenses per unit are \$2.50. Fixed selling and administrative expenses include advertising expenses of \$8,000 per quarter, executive salaries of \$35,000 per quarter, and depreciation of \$20,000 per quarter. In addition, the company will make payments to a leaflet agency of \$5,000 in the first quarter and \$5,000 in the third quarter. Finally, property taxes of \$8,000 will be paid in the second quarter.

Required: Prepare the company's selling and administrative expense budget for the upcoming fiscal year. [L3; CLO6]

3. a) What is participative budget? Discuss some major reasons why company prepare budget. 04
[L2; CLO7]
- b) ABC Inc. is a retailer that is preparing its budget for the upcoming fiscal year. 06
Management has prepared the following summary of its budgeted cash flows:

	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Total cash receipts	\$180,000	\$330,000	\$210,000	\$230,000
Total cash disbursements are as follows:				
Direct Materials	60,000	1,00,000	80,000	1,00,000
Direct Labor	30,000	50,000	70,000	1,00,000
Manufacturing Overhead	20,000	20,000	10,000	10,000
Selling and Administrative	20,000	20,000	20,000	10,000
Equipment Purchase	1,00,000	20,000	20,000	10,000
Dividends	35,000	20,000	20,000	10,000

The company's beginning cash balance for the upcoming fiscal year will be \$20,000. The company requires a minimum cash balance of \$10,000, and a loan agreement stipulates that it must borrow money in increments of 10,000 needed from a local bank at a yearly interest rate of 12%. The company may borrow any amount at the beginning of any quarter and may repay its loans, or any part of its loans, at the end of any quarter. Interest payments are due on any principal at the time it is repaid. For simplicity, assume that interest is not compounded. [L3; CLO7]

4. At the beginning of March 2022, Apple Inc. had 1,250 partially assembled units in the Assembly Department. During March 2022, XYZ Inc. placed another 4,000 units into production.

Particulars	Units	% Complete (DM)	% Complete (CC)
Work in process, beginning inventory (Oct 1)	1,500	100%	70%
Units started during October	4,500	—	—
Total units to account for	6,000	—	—
Completed and transferred out during October	4,800	—	—
Work in process, ending inventory (Oct 31)	1,200	100%	50%

Cost Item	Amount (Br)
Work in Process, beginning inventory:	
Direct Materials (1,500 eq. units × Br 24 per unit)	Br 36,000
Conversion Costs (1,050 eq. units × Br 14 per unit)	14,700
Total beginning WIP	Br 50,700
Costs added during October:	
Direct Materials	120,000
Conversion Costs	84,000
Total added during October	Br 204,000
Total costs to account for	Br 254,700

- i) Calculate output in physical Units and Compute Output in Equivalent Units. [L4;CLO6] 02
- ii) Assign Total Costs to Units Completed and to Units in Ending Work in Process Using Weighted Average Method of Process Costing for Assembly Department of XYZ Inc. for March 2022. [L5; CLO6] 05
- iii) Journalize the entries for Work in process Assembly and Work in process testing. [L5; CLO6] 03

*Levels of Bloom's cognitive domain:

[L1=Remember; L2=Understand; L3=Apply; L4=Analyze; L5=Evaluate; L6=Create]



Khulna University

School: Management and Business Administration

Discipline: Human Resource Management

Program: BBA in HRM

Year: 3rd

Term: 2nd

Examination Year: 2026

Session: 2024-2025

Course Code: 0413 25 HRM 3203

Course Title: Bank Management

Total Marks: 60

Time: 3 Hours

Credit: 03

Instructions (if any): Use separate sheet for each section and answer all parts of a specific question together such as 1a, 1b, 1c....

Section-A

There are **FOUR** questions in this section. Answer any **THREE** questions.

1. a) Identify the major functions and services of modern banks and explain how these services contribute to economic development. [L3; CLO1] 05
b) Analyze the role of banks as financial intermediaries. [L4; CLO1] 05
2. a) Explain the concept of loans and describe the different types of loans available to individuals and businesses. [L2; CLO2] 05
b) Evaluate the effectiveness of the steps in the lending process and justify how each step contributes to minimizing credit risk and ensuring loan recovery. [L5; CLO2] 05
3. a) How can managers use both the balance sheet and income statement together to make better financial decisions? Explain with logical arguments. [L1; CLO3] 05
b) Develop a comprehensive model based on the income statement to assess a bank's financial performance and propose how it can support strategic decisions. [L6; CLO3] 05
4. a) Explain fund management strategies and illustrate how financial institutions apply these strategies to ensure liquidity, profitability, and risk control. [L3; CLO4] 05
b) Analyze the concept of duration and differentiate among the various types of duration used in financial management. [L4; CLO4] 05

Section-B

There are **FOUR** questions in this section. Answer any **THREE** questions.

1. a) A bank holds a 3-year bond with a face value of \$1,000, an annual coupon rate of 10%, and a yield to maturity of 10%. 06
i) Calculate the current price of the bond.
ii) Determine the Macaulay Duration of the bond.
iii) Analyze how the bond's price would change if the yield increases to 12%. [L6; CLO4]
b) Discuss the relationship between duration and interest rate risk and explain how financial institutions use duration to manage interest rate fluctuations. [L3; CLO4] 04
2. a) Clarify the concept of leasing and show how different types of leases are used by banks in financial decision-making. [L3; CLO5] 03
b) Evaluate the factors considered by a lessor in setting lease rates and explain how these factors influence profitability and risk in leasing decisions. [L5; CLO5] 04
c) "Is leasing an effective strategic financial tool for firms? Justify your answer by explaining its concept and role in business finance." [L2; CLO5] 03
3. a) Apply your understanding to show how central bank influences money supply and credit in an economy. [L3; CLO6] 03
b) Compare and contrast monetary policy and fiscal policy, highlighting their key differences and effectiveness in controlling economic conditions. [L4; CLO6] 04
c) List and explain the advantages of regulations imposed by the central bank in an economy. [L4; CLO6] 03
4. a) Describe the major forms of international banking organizations. [L1; CLO8] 04
b) Identify the major challenges associated with operating banking service in foreign markets. [L4; CLO8] 06

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Khulna University

School: Management and Business Administration

Discipline: Human Resource Management

Program: BBA in HRM

Year: 3rd

Term: 2nd

Examination Year: 2026

Session: 2024-2025

Course Code: HRM 3205

Course Title: HR Compliance

Total Marks: 60

Time: 3 Hours

Credit: 03

Instructions (if any): Use separate sheet for each section and answer all parts of a specific question together such as 1a, 1b, 1c....

Section-A

There are **FOUR** questions in this section. Answer any **THREE** questions.

1. a) Distinguish among statutory compliance, regulatory compliance and contractual compliance. 03
b) Analyze the major challenges faced by HR managers today in maintaining compliance within a globalized work environment. 03
c) Demonstrate the functional areas of HR compliance along with its' importance. 04
2. a) Evergreen Textiles Ltd. is a garment manufacturing factory located in Gazipur, employing 400 workers. During a routine inspection on May 10, 2026, the following conditions were observed:
The main production floor was last washed three weeks ago. Accumulations of fabric dust were visible under machines, which the manager claimed are swept once every three days. The interior walls were last white-washed in February 2024. To maximize production, the factory has arranged a workroom of 400 cubic meters for 50 workers. The ceiling height is 5 meters. In term of environment of workplace, several workers were operating near high-heat boilers. While the roof is high, there were no insulation screens or cooling measures provided. In the chemical mixing zone, thick fumes were present; the manager stated that since the windows are open, an exhaust system at the source of the fumes is unnecessary. However, the factory provides one large water tank for drinking, marked "Drinking Water" in English. No cooling arrangements were found despite the summer heat. At last for sanitation purposes, there are common washrooms for all workers to save space. While they have water, the walls were stained, and workers are required to bring their own soap/detergents from home. No spittoons were found on the premises.
You are the Government Labor Inspector who conducted the visit mentioned above. You are now required to draft your official findings mentioning the inconvenience you have found on this factory to ensure safety protocol as per Bangladesh Labor Act 2006. 06
b) In our country, employees of any private organization (factory type) can be separated from their organization through discharge, dismissal, lay-off and retrenchment. Illustrate which mode is applicable in which situation. 04
3. a) Explain the major causes of industrial accident in Bangladesh and propose some suggestion for preventing those accidents 05
b) What is C-TPAT? Demonstrate the benefits that C-TPAT partner actually get. 05
4. a) Suppose you have been invited as the key speaker in an international HR conference arranged by BSHRM. The theme of the conference is – 'Role of HR Professional in Achieving SDGs'. Now, prepare a written speech addressing the issues like Human Rights at Workplace, Education, Nature Conservation, Equity, Equality, Health Coverage, Quality Education, and so on. 06
b) What is material safety data sheet (MSDS)? What types of information need to be presented on MSDS. 04

Section-B

There are **FOUR** questions in this section. Answer any **THREE** questions.

1. a) Define social compliance and explain the breadth of its scope. 03
b) Analyze the relationship between social compliance and productivity. 03
c) Outline the essential competency requirements for a 'Compliance Manager' position. 04
2. a) Explain how 'checklist mentality' contributes to 'compliance gap'. 05
b) Discuss how 'compliance gap' can be bridged through integrated practices, capacity building, workers' voice technology, and transparency. 05
3. a) Discuss the importance of ILO's International Labour Standards (ILS) for labour-intensive industries. 05
b) Explain the major requirements of SA8000 regarding child labor, working hours, and remuneration. 05
4. a) Assess the importance of 'document triangulation' in compliance audit. 05
b) During an audit in an RMG factory, the audit team has identified the following non-compliance issues: i) blocked emergency exits; ii) inadequate fire safety training and iii) incomplete wage and attendance records. Prepare a Corrective Action Plan (CAP) to help improve compliance performance and prevent future violations. 05



Khulna University

School: Management and Business Administration **Discipline:** Human Resource Management **Program:** BBA in HRM

Year: 3rd **Term:** 2nd **Examination Year:** 2026 **Session:** 2024-2025

Course Code: 041325 HRM 3205 **Course Title:** HR Compliance

Total Marks: 60 **Time:** 3 Hours **Credit:** 03

Instructions (if any): Use separate sheet for each section and answer all parts of a specific question together such as 1a, 1b, 1c....

Section-A

There are **FOUR** questions in this section. Answer any **THREE** questions.

1. a) Distinguish among statutory compliance, regulatory compliance and contractual compliance. [L4; CLO1] 03
b) Analyze the major challenges faced by HR managers today in maintaining compliance within a globalized work environment. [L4; CLO1] 03
c) Demonstrate the functional areas of HR compliance along with its' importance. [L3; CLO1] 04
2. a) Evergreen Textiles Ltd. is a garment manufacturing factory located in Gazipur, employing 400 workers. During a routine inspection on May 10, 2026, the following conditions were observed:
The main production floor was last washed three weeks ago. Accumulations of fabric dust were visible under machines, which the manager claimed are swept once every three days. The interior walls were last white-washed in February 2024. To maximize production, the factory has arranged a workroom of 400 cubic meters for 50 workers. The ceiling height is 5 meters. In term of environment of workplace, several workers were operating near high-heat boilers. While the roof is high, there were no insulation screens or cooling measures provided. In the chemical mixing zone, thick fumes were present; the manager stated that since the windows are open, an exhaust system at the source of the fumes is unnecessary. However, the factory provides one large water tank for drinking, marked "Drinking Water" in English. No cooling arrangements were found despite the summer heat. At last for sanitation purposes, there are common washrooms for all workers to save space. While they have water, the walls were stained, and workers are required to bring their own soap/detergents from home. No spittoons were found on the premises.
You are the Government Labor Inspector who conducted the visit mentioned above. You are now required to draft your official findings mentioning the inconvenience you have found on this factory to ensure safety protocol as per Bangladesh Labor Act 2006. [L5; CLO2] 06
b) In our country, employees of any private organization (factory type) can be separated from their organization through discharge, dismissal, lay-off and retrenchment. Illustrate which mode is applicable in which situation. [L4; CLO2] 04
3. a) Explain the major causes of industrial accident in Bangladesh and propose some suggestion for preventing those accidents [L2; CLO4] 05
b) What is C-TPAT? Demonstrate the benefits that C-TPAT partner actually get. [L2; CLO6] 05
4. a) Suppose you have been invited as the key speaker in an international HR conference arranged by BSHRM. The theme of the conference is – 'Role of HR Professional in Achieving SDGs. Now, prepare a written speech addressing the issues like Human Rights at Workplace, Education, Nature Conservation, Equity, Equality, Health Coverage, Quality Education, and so on. [L6; CLO4] 06
b) What is material safety data sheet (MSDS)? What types of information need to be presented on MSDS. [L2; CLO4] 04

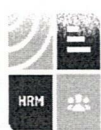
Section-B

There are **FOUR** questions in this section. Answer any **THREE** questions.

1. a) Define social compliance and explain the breadth of its scope. [L1; CLO5] 03
b) Analyze the relationship between social compliance and productivity. [L4; CLO5] 03
c) Outline the essential competency requirements for a 'Compliance Manager' position. [L2; CLO5] 04
2. a) Explain how 'checklist mentality' contributes to 'compliance gap'. [L2; CLO5] 05
b) Discuss how 'compliance gap' can be bridged through integrated practices, capacity building, workers' voice technology, and transparency. [L2; CLO5] 05
3. a) Discuss the importance of ILO's International Labour Standards (ILS) for labour-intensive industries. [L5; CLO6] 05
b) Explain the major requirements of SA8000 regarding child labor, working hours, and remuneration. [L2; CLO7] 05
4. a) Assess the importance of 'document triangulation' in compliance audit. [L5; CLO8] 05
b) During an audit in an RMG factory, the audit team has identified the following non-compliance issues: i) blocked emergency exits; ii) inadequate fire safety training and iii) incomplete wage and attendance records. Prepare a Corrective Action Plan (CAP) to help improve compliance performance and prevent future violations. [L6; CLO8] 05

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[L1=Remember; L2=Understand; L3=Apply; L4=Analyze; L5=Evaluate; L6=Create]



Khulna University

School: Management and Business Administration

Discipline: Human Resource Management

Program: BBA in HRM

Year: 3rd

Term: 2nd

Examination Year: 2026

Session: 2024-25

Course Code: 0413 25 HRM 3207

Course Title: Career Planning and Development

Total Marks: 60

Time: 3 Hours

Credit: 03

Instructions (if any): Use separate sheet for each section and answer all parts of a specific question together such as 1a, 1b, 1c....

Section-A

There are **FOUR** questions in this section. Answer any **THREE** questions.

1. a) Define career. How has the concept of career evolved over time, and why is it considered more dynamic in the modern world? [L2; CLO2] 5
b) A person may remain successful in a job but fail to build a meaningful career. Justify this statement by differentiating job, occupation, and career. [L5; CLO1] 5
2. a) Explain how Erikson's eight stages of psychological development contribute to shaping an individual's personality throughout the lifespan. [L4; CLO2] 5
b) Define Levinson's Adult Development Model and Identify its major developmental periods. [L1; CLO2] 5
3. a) Examine how the different components of career management model collectively influence employee motivation. [L5; CLO3] 5
b) Explain how career exploration influences individual career decisions. [L3; CLO3] 5
4. a) Analyze why employers may prefer a Resume over a CV in corporate recruitment process. [L4; CLO4] 5
b) Why is career preparation considered a holistic process, and how does it integrate different aspects of personal, academic, and professional development? [L3; CLO3] 5

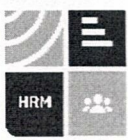
Section-B

There are **FOUR** questions in this section. Answer any **THREE** questions.

1. a) How can mid-career professionals sustain productivity through skill reinvention? Explain with examples. [L3; CLO5] 5
b) Evaluate the role of organizations in managing employees during the late career stage. [L5; CLO5] 5
2. a) Explain job stress with its major sources and the consequences in organizational settings. [L2; CLO6] 5
b) What role should the organization play in supporting dual-career employees and single parents? Suggest HR practices. [L3; CLO7] 5
3. a) Entrepreneurial career support is essential for reducing unemployment in developing countries. Evaluate this statement. [L5; CLO8] 5
b) What are the major differences between building a career in Bangladesh and pursuing a career abroad, and how can these differences influence an individual's professional growth and lifestyle? [L6; CLO7] 5
4. a) Wrong career choice often results from inadequate career planning. What can be your suggestions in choosing the right career? [L3; CLO9] 5
b) Analyze the reasons behind the mismatch between graduates and organizational job requirements, and suggest how this problem can be reduced. [L4; CLO9] 5

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[Question of Term Final Examination]



Khulna University

School: Management and Business Administration

Discipline: Human Resource Management

Program: BBA in HRM

Year: 3rd

Term: 2nd

Examination Year: 2026

Session: 2024-2025

Course Code: 0413 25 HRM 3209

Course Title: Performance Management

Total Marks: 60

Time: 3 Hours

Credit: 03

Instructions (if any): Use separate sheet for each section and answer all parts of a specific question together such as 1a, 1b, 1c....

Section-A

There are **FOUR** questions in this section. Answer any **THREE** questions.

1. a) How can managers use Lock and Latham's principles to establish clear and motivating performance criteria for employees? Discuss with examples. [L3; CLO2] 05
b) What are the characteristics of a good evaluation model? Develop a evaluation model with diagram.[L3; CLO2] 05
2. a) Mahin, a sales executive, was once a top performer in his company. Over time, his performance declined due to personal stress and workload pressure. His manager arranged a performance counselling session but focused only on criticizing his failures instead of understanding his problems. No proper guidance or support was provided. Feeling demotivated and unappreciated, Mahin's performance worsened, and he eventually resigned from the company. Critically evaluate whether the case reflects ineffective performance counselling by the manager or an overreaction by Mahin. What managerial qualities could have made the counselling session more successful and impactful in the long run? [L5; CLO4] 05
b) In family-owned enterprises, it has been observed that interpersonal relationship is much stronger than that prevailing in professionally managed MNCs in the general context. What are the possible implications of this scenario on performance counselling? Explain. [L5; CLO4] 05
3. a) At an office in Dhaka, the manager used a traditional yearly performance appraisal system for all employees. Mr. Hasan (born in 1962) liked the system because he believed performance should be judged through loyalty, discipline, and long-term commitment. However, Sadia (born in 1991) became frustrated because she wanted regular feedback and recognition for her work. Rafi (born in 2001) also felt demotivated since he preferred quick responses and instant appreciation through digital communication. Conflict started when Sadia and Rafi complained that the appraisal process was too slow and outdated, while Mr. Hasan argued that younger employees expected too much attention. The disagreement eventually affected teamwork and project performance. Identify the source of conflict and design appropriate performance management system.[L4; CLO1] 05
b) There is a framework where organizational psychology explains how job demands trigger stress and burnout, while job resources foster motivation and engagement. Do you know the framework? Explain it. [L4; CLO1] 03
c) Can you explain that your interest in social interaction affects your job performance? [L2; CLO1] 02
4. a) Define balance scorecard. [L2; CLO4] 02
b) There is a term which defines performance is rated against the achievement of objectives stated by the management. Can you identify? Explain with the process of it. [L2; CLO4] 04
c) As an HR manager, what challenges are likely to arise during the performance appraisal process? Explain in detail. [L4; CLO4] 04

Section-B

There are **FOUR** questions in this section. Answer any **THREE** questions.

1. a) Assess the challenges of implementing a merit-based performance appraisal system within a traditional bureaucratic structure. How can 'political neutrality' be protected during this process? [L5; CLO5] 05
b) Explain why 360-degree feedback is considered more effective for leadership development than any traditional top-down appraisal method? [L4; CLO7] 05
2. a) What is the term used when raters give overly high ratings to most or all employees? [L2; CLO1] 02
b) At a manufacturing company in Dhaka, the HR department introduced a formal performance appraisal system based on clear standards and job expectations. During the review process, three supervisors evaluated their teams. First, Supervisor A struggled with comparisons. Instead of using the set performance standards, he constantly compared employees with each other. For example, he rated employees higher or lower mainly based on who looked better than others in the same group, not based on actual job criteria. Second, Supervisor B was very friendly and avoided giving low scores. Even employees with average or below-average performance received high ratings because he did not want to discourage anyone or create conflict. Can you identify the types of appraisal errors made by the supervisors? Explain these errors, and also discuss three additional common errors that often occur in performance appraisal systems. [L2; CLO4] 05
c) As an HR manager, what key topics should be covered in a rater training program? [L3; CLO1] 03
3. a) How can an understanding of cultural dimensions help organizations design more culturally congruent performance management systems, improve managers' feedback communication, and enhance employee performance? Explain. [L4; CLO8] 05
b) During a team meeting, I told a colleague their report lacked clarity and had inconsistent data and also harshly criticized an employee's presentation in front of the team, used vague and generalized comments, lost their temper, and showed bias. Identify what the manager did wrong? And explain the do's and don'ts of giving negative feedback. [L3; CLO7] 02
4. a) Why has performance-linked reward management attracted increased attention in recent years? [L5; CLO8] 03
b) How does a "one size fits all" strategy create challenges in implementing an effective performance management system? Discuss the key challenges and suggest ways to overcome them. [L5; CLO8] 05
c) What are the key focus of designing a performance oriented compensation system? [L2; CLO8] 02

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School: Management and Business Administration

Discipline: Human Resource Management

Program: BBA in HRM

Year: 3rd

Term: 2nd

Examination Year: 2026

Session: 2024-2025

Course Code: 0421 25 Law 3251

Course Title: Employment law

Total Marks: 60

Time: 3 Hours

Credit: 03

Instructions (if any): Use separate sheet for each section and answer all parts of a specific question together such as 1a, 1b, 1c....

Section-A

There are **FOUR** questions in this section. Answer any **THREE** questions.

1. Define worker. Classify different types of workers according to Bangladesh Labor Act 2006. [L1; CLO2] 10
2. Mr. A has been removed from employment. He has become aggrieved and come to you. Advise him on the grievance procedure. [L6; CLO1] 10
3. Explain the procedure of retrenchment and re-employment of a retrenched worker. [L5; CLO5] 10
4. Analyze the different modes of terminations of a worker. Explain the process of termination of employment by employers otherwise than by dismissal. [L 4; CLO5] 10

Section-B

There are **FOUR** questions in this section. Answer any **THREE** questions.

1. a) Define 'industrial dispute' under the Bangladesh Labor Act 2006 and outline the successive stages of its settlement. [L2; CLO5] 05
b) Analyse the role of the Conciliator in resolving industrial dispute. [L2; CLO5] 05
2. a) Explain the composition and appellate jurisdiction of the Labor Appellate Tribunal. [L2; CLO5] 04
b) Evaluate the effectiveness of the Labor Appellate Tribunal as the forum of final adjudication in labor matters in Bangladesh. [L5; CLO9] 06
3. a) Explain the composition of the Minium Wages Board under the Bangladesh Labor Act 2006. [L2; CLO7] 04
b) Evaluate the factors considered by the Minium Wages Board in recommending wages. [L5; CLO7] 06
4. Propose a comprehensive model for improving workplace health and safety in the Bangladeshi Ready-Made Garment Secor (RMG), drawing lessons from the Rana Plaza tragedy and the relevant provision of the Bangladesh Labor Act 2006. [L6; CLO6] 10

*Levels of Bloom's cognitive domain:

[L1=Remember; L2=Understand; L3=Apply; L4=Analyze; L5=Evaluate; L6=Create]