



Khulna University

School: Management and Business Administration **Discipline:** Human Resource Management **Program:** MBA in HRM
Year: 2nd **Term:** 1st **Examination Year:** 2026 **Session:** 2025-2026
Course Code: 0413 25 HRM 6101 **Course Title:** Strategic Issues in HRM
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 do the different levels of organizational strategy influence the role of Human Resource Management at each level? [L4; CLO1] 05
b) A textile company is under pressure to reduce production costs to remain competitive in market. Management is considering restructuring HR practices. What strategic HR intervention management can take to support cost reduction while maintaining efficiency? [L3; CLO4] 05
2. a) A company needs to fill a managerial position quickly. The HR department is debating whether to promote an existing employee or hire from outside. Compare internal and external recruitment and recommend the most appropriate approach for this situation. [L5; CLO4] 05
b) Analyze the possible weakness in the recruitment and selection process and suggest how they can be improved to reduce early turnover. [L4; CLO4] 05
3. a) Design a comprehensive training evaluation system based on the Kirkpatrick model to measure training effectiveness and ensure continuous improvement in performance. [L6; CLO4] 05
b) How far do you agree that NASA Leadership Model is more effective than traditional leadership approaches in strategic HRM context? [L5; CLO2] 05
4. a) Why is systematic planning and strategizing essential for effective employee training in organizations, and how does it influence workforce capability development? [L3; CLO2] 05
b) Design a 360-degree performance appraisal system for an organization, clearly outlining the sources of feedback, evaluation criteria, and feedback integration process. [L6; CLO4] 05

Section-B

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

1. An organization recently revised its compensation structure. After implementation, some employees in Group-A report feeling that their pay and recognition do not reflect their performance in comparison to seniors in the organizations. Another Group-B employees believe that their pay is even lower than others doing the similar job in the organization.
a) Suggest appropriate HR actions to address the situation of Group-A? [L5; CLO4] 05
b) Propose HR interventions to manage the situation of Group-B. [L5; CLO4] 05
2. a) A manufacturing company is experiencing a decline in demand, leading to excess workforce in some departments. Management is under pressure to reduce costs but wants to avoid layoffs to protect employee morale and organizational reputation. Suggest alternative HR strategies that can be used to manage surplus without layoffs. [L6; CLO4] 05
b) Using the Performance Replace-ability Strategy Matrix, evaluate how the organization should prioritize retention strategies to manage turnover effectively. [L5; CLO4] 05

3. a) A company has recently introduced strict monitoring rules, reduced flexibility, and limited recognition practices. After these changes, employees show lower enthusiasm and participation in work activities. Analyze the possible factors influencing employee engagement and explain how they are affecting employee behavior. [L4; CLO1] 05
- b) How do different forms of equity in compensation influence employee perceptions of fairness, and what impact do these perceptions have on work-related outcomes? [L4; CLO3] 05
4. a) How do various organizational and individual elements influence employee engagement, and why is engagement considered critical for workplace performance? [L3; CLO3] 05
- b) A company has recently merged with another organization. After the merger, employees from both sides are showing uncertainty, reduced cooperation, and fear of job loss. Suggest appropriate HR interventions to manage employee concerns after the merger. [L3; CLO4] 05

*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:** MBA in HRM

Year: 2nd **Term:** 1st **Examination Year:** 2026 **Session:** 2025-2026

Course Code: 0413 25 HRM 6105 **Course Title:** Organizational Change and Innovation 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) Explain the concept of organizational change and innovation. Critically discuss the internal and external forces that drive change in organizations with suitable examples. [L4; CLO1] 05
b) Clarify the concept of resistance to organizational change and discuss the main reasons why employees and organizations resist change. [L3; CLO1] 05
2. a) Classify the types of innovation and discuss their role in organizational development. [L2; CLO2] 04
b) To what extent does effective coordination of innovation stages determine the success or failure of new ideas in organizations? [L3; CLO2] 03
c) Analyze the impact of incremental change and transformational change on organizational performance. [L4; CLO2] 03
3. a) Explain the Lippitt, Watson and Westley Seven-Step Change Theory and discuss its key steps in detail. [L4; CLO3] 04
b) Critically evaluate Kurt Lewin's three-step model of change and assess its relevance in modern organizational change management. [L4; CLO3] 03
c) Define Systems Theory and discuss how it helps in understanding organizations as a system. [L2; CLO3] 03
4. a) Explain the concept of quality circles and discuss their key features in organizational quality management. [L4; CLO4] 04
b) Design and justify an ideal structure of Quality Circles in an organization, explaining the roles and responsibilities of each level. [L6; CLO4] 06

Section-B

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

1. a) Imagine you are a quality consultant. Design a TQM framework for an organization and justify how its principles would transform performance and customer satisfaction. [L6; CLO5] 05
b) If an organization ignores key principles of TQM, what consequences may arise in quality, productivity, and customer trust? Critically evaluate with examples. [L6; CLO5] 05
2. a) Analyze the strategies individuals adopt to gain, maintain, and expand power through organizational politics. [L5; CLO6] 04
b) How do exploration and exploitation strategies differ in innovation management, and how can organizations balance both effectively? [L4; CLO6] 03
c) Examine the relationship between supportive organizational culture and successful innovation outcomes. [L5; CLO6] 03

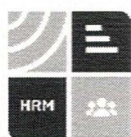
*Levels of Bloom's cognitive domain:

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

3. a) Critically evaluate how self-managed teams enhance decision-making quality and overall performance compared to conventional hierarchical teams, and assess the organizational conditions required for their effectiveness in dynamic business environments. [L6; CLO7] 05
b) Analyze how the integration of high-performance work systems and high-innovation practices creates synergistic effects on organizational agility and competitiveness. [L5; CLO7] 05
4. a) Evaluate how social entrepreneurship applies innovation to solve societal problems while balancing social impact, environmental responsibility, and financial sustainability. [L5; CLO4] 05
b) Identify how circular economy principles can be applied within organizational innovation processes to improve sustainability, resource efficiency, and waste reduction. [L3; CLO4] 05

*Levels of Bloom's cognitive domain:

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



[Question of Term Final Examination]



Khulna University

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

Year: 2nd **Term:** 1st **Examination Year:** 2026 **Session:** 2025-26

Course Code: 0413 25 HRM 6107 **Course Title:** Applied Human Resource 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) "HRD is an integral part of HRM". Discuss the statement with justification. [L5; CLO1] 05
b) Analyze the major challenges faced by contemporary HRD professionals in modern organizations. [L4; CLO1] 05
2. a) An organization promised promotion based on seniority. How Expectancy Theory explains the impact of this decision on employee motivation? [L4; CLO2] 05
b) Evaluate the importance of organizational citizenship behavior dimensions in improving employee and organizational performance. [L5; CLO4] 05
3. a) Explain how individual differences among trainees impact the success of HRD training program. [L5; CLO4] 05
b) Analyze the factors that influence effective setting transfer of training in organization. [L4; CLO3] 05
4. a) Design and explain the HRD process model with its key stages. [L2; CLO5] 06
b) How does task analysis help in identifying training needs of employees? Explain with steps. [L3; CLO5] 04

Section-B

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

1. a) Analyze how a supportive discussion process between manager and employee can help in resolving behavioral issues and improve workplace effectiveness. [L4; CLO4] 05
b) An organization wants to prepare its middle managers for future leadership position. Identify the HRD initiatives and explain its purpose. [L2; CLO1] 05
2. a) Analyze the concept of knowledge management and examines its types in organizational learning. [L4; CLO3] 05
b) Differentiate between knowledge sharing intention and actual knowledge sharing behavior in workplace. [L4; CLO4] 05
3. a) Differentiate between traditional HRD and strategic HRD based on their key features. [L4; CLO3] 05
b) An organization's HR team is focusing on aligning HR practices with business goals. Identify the HR framework being applied and explain its roles. [L3; CLO3] 05
4. a) Design a framework for evaluating the effectiveness of Realistic Job Preview in improving employee retention in an organization. [L6; CLO5] 05
b) Explain the major literacy programs introduced by the U.S. Department of Education and discuss their objectives in improving workforce capability. [L2; CLO1] 05

*Levels of Bloom's cognitive domain:

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



[Question of Term Final Examination]



Khulna University

School: Management and Business Administration Discipline: Human Resource Management Program: MBA in HRM
Year: 2nd Term: 1st Examination Year: 2026 Session: 2025-2026
Course Code: 0413 25 HRM 6103 Course Title: Corporate Diplomacy and Dispute Settlement
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) A manager of a garment company noticed that frequent disagreements among team members sometimes improve ideas, while at other times they reduce productivity. How can conflict create both positive and negative outcomes in an organization? Discuss with suitable examples. [L5; CLO1] 05
b) As a team leader, how would you contain the conflict using behavioral and structural approaches? Explain with examples. [L5; CLO1] 05
2. a) Nabila was recently promoted to the position of Marketing Manager in a large pharmaceutical company. The promotion made her happy, but it also brought a serious internal struggle. The company's top management asked her team to aggressively promote a new medicine to increase sales before the end of the year. During a meeting, Nabila discovered that the medicine still had some minor side effects that were not clearly mentioned in the advertisements. As a manager, she faced a difficult choice. One side of her wanted to obey top management and achieve the sales target to secure her career growth. The other side of her believed it was unethical to hide important information from customers. For several days, Nabila felt stressed and distracted at work. She could not concentrate properly because she was continuously thinking about whether to follow company pressure or her personal values. Do you identify the nature of conflict what nabila face? Discuss the sources of such conflict. Can you identify the nature of conflict faced by Nabila in the organization? Discuss the major sources that created such conflict. [L5; CLO2] 03
b) "An employee cannot always satisfy every expectation attached to a role." – Explain this statement in the context of role incompatibility with suitable organizational examples. [L5; CLO2] 03
c) Why do goal differences between departments often lead to interdepartmental conflict? Suggest ways to align organizational goals effectively. [L6; CLO2] 04
3. a) The ongoing Iran-USA conflict has created multiple layers of consequences affecting different sectors of the global system such as politics, economy, and society. Draw a tree diagram showing the major impacts of the Iran-USA war and explain how does the Iran-USA war create multi-dimensional impacts on the global system. [L5; CLO3] 06
b) How can the Batari Box system trigger changes in employee attitude and behavior? Use the ABC Triangle of Conflict to support your explanation. [L6; CLO3] 04
4. a) A manager is experiencing ongoing disagreements between two departments and needs to determine the most effective way to handle the situation. How can the Thomas Conflict Management Model guide the manager in adapting different conflict-handling styles to resolve the issue effectively? [L5; CLO4] 04
b) In a sales department, Type A employees push for high targets, while Type B employees focus on teamwork and balance. How can conflict arise from these differences, and how should it be managed? [L5; CLO4] 03
c) How can understanding employees' behavioral styles help leaders choose appropriate conflict management strategies? Explain two behaviours with examples. [L5; CLO4] 04

Section-B

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

1. a) Discuss different forms of grivance. [L2; CLO5] 03
b) *"A grievance procedure can only be effective when certain organizational conditions are met."* 05
Discuss this statement by identifying the essential prerequisites of a grievance procedure. [L2; CLO5]
c) What is mediation? Briefly differentiate between mediation and negotiation. [L2; CLO5] 02
2. a) When negotiation is viewed as a process through the parties seek to establish desired 05
attitudes and relationships, what type of negotiation is this? Identify it and explain the
other main type of negotiation with a suitable example. [L4; CLO6]
b) Define Zopa with example. [L2; CLO6] 02
c) Differentiate between distributive and integrative bargaining. [L4; CLO6] 03
3. a) There is a saying '*Success isn't measured by money or power or social rank. Success is measured 03
by your discipline and inner peace.*' Explain the componets of discipline [L4; CLO7]
b) When a supervisor frequently uses threats regarding deadlines or dress code, how does 03
it affect your mindset when it is viewed as a punitive approach? Explain. [L5; CLO7]
c) How important is workplace discipline in an organization? Discuss its significance. 04
4. a) What is Burnout? [L1; CLO8] 02
b) *"All stress is related to conflict, but not all conflict is related to stress"* - Explain with your 04
own words and examples [L5; CLO8]
c) How can you, as an HR Executive, maintain employees' functional levels of stress? 04
Explain. [L3; CLO8]

*Levels of Bloom's cognitive domain:

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



[Question of Term Final Examination]



Khulna University

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

Year: 2nd Term: 1st Examination Year: 2026 Session: 2024-2025

Course Code: 0413 25 HRM 6109 Course Title: Research Methodology for Human Resource 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. Khulna University recently introduced a new digital learning platform to improve teaching and learning experiences. However, after six months, university management noticed mixed reactions among students and teachers. Some students reported that the platform improved flexibility and access to resources, while others felt isolated and struggled with motivation. Similarly, some teachers appreciated the efficiency of online assessments, while others believed the platform reduced classroom interaction and negatively affected student engagement. The university administration wants to conduct a research study to understand the effectiveness of the digital learning platform and identify ways to improve its implementation. As a researcher, justify your choice of:
 - i. What assumptions would you make about the nature of reality in this study? [L4; CLO1] 03
 - ii. How would you believe knowledge about this issue can be generated? [L2; CLO1] 03
 - iii. What research methodology would you adopt to investigate this problem? [L2; CLO1] 04
2. a) Research design is considered the “blueprint” of any research study. Justify this statement logically, and briefly explain descriptive research design and correlational research design, highlighting their key purposes and differences in research application. [L5; CLO2] 05
b) A private university in Bangladesh has noticed that many first-year students are struggling to adjust to university life. Some students face difficulty managing academic pressure, while others experience problems related to time management, social adjustment, and lack of motivation. As a result, the university has observed lower academic performance and reduced class participation among a significant number of first-year students. The administration wants to conduct a research study to better understand this issue and identify possible solutions to improve student adaptation and performance.
Based on the above case:
 - i. Prepare an appropriate research title for the study. [L3; CLO2] 02
 - ii. Formulate three relevant research questions that can guide the investigation. [L6; CLO2] 03
3. a) Why literature review is considered essential in research? Justify your answer by explaining its contribution to the development of a research study, and briefly discuss the different types of literature review used in academic research. [L5; CLO4] 05
b) Select any established theory and construct a theoretical framework for a hypothetical research study, clearly showing how the concepts of the theory are connected to the study and guide the research investigation. [L6; CLO4] 05
4. Write an extended abstract of approximately 350 words on the problems and prospects of higher education in Bangladesh. Your abstract should clearly include the purpose of the study, relevant theoretical perspective, research methods, key findings, implications, conclusion, limitations, and directions for future research. [L6; CLO6] 10

Section-B

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

1. a) Discuss briefly the major types of qualitative research design, highlighting their key characteristics and how each is applied in social science research. [L6; CLO3] 05

- b) A university in Bangladesh is concerned about the rising dropout rate among first-year undergraduate students. Preliminary reports suggest that students are leaving university due to a combination of academic pressure, poor adaptation to campus life, lack of motivation, and unexpected personal challenges. However, the university does not clearly understand the deeper reasons behind these decisions. To explore this issue, a researcher plans to conduct an in-depth study by selecting students who have already dropped out within the last two years. The researcher intends to collect rich, detailed narratives about their experiences before and after leaving the university. Participants will be selected based on their willingness to share their experiences and their relevance to the research purpose. 05
- Based on the above situation, justify your choice of an appropriate qualitative research design and sampling technique. In your answer, explain why the selected design is suitable for understanding the dropout phenomenon and how the sampling strategy helps in selecting relevant and information-rich participants. [L6; CLO 6]
2. a) Define reliability and validity with appropriate research examples. [L1; CLO3] 02
 b) A non-governmental organization (NGO) in Bangladesh has launched a community-based adult literacy program in a rural area of Rajshahi division. The program aims to improve reading, writing, and basic numeracy skills among women who were previously unable to attend formal schooling. A researcher is assigned to conduct a qualitative evaluation of the program's effectiveness. The researcher collects data through classroom observations, interviews with participants, and discussions with facilitators. During the study, the researcher notices that some women feel comfortable sharing their learning experiences openly, while others tend to give brief or socially desirable answers in front of peers. In addition, the researcher's personal background as an urban-educated individual seems to influence how participants respond in certain situations. The NGO plans to use the research findings to decide whether to expand the program to other districts. 08
- In this context, explain how the researcher can ensure trustworthiness in the study. In your answer, critically discuss how credibility, transferability, dependability, and confirmability can be established in this research process. [L6; CLO2]
3. a) *"To be worth much, a research based on sampling must use a representative sample."* – Justify this statement logically, and briefly discuss probability and non-probability sampling techniques, highlighting their key purposes in research. [L6; CLO5] 06
 b) How does observation supplement interviews in qualitative research? Discuss how the use of observation alongside interviews can enhance the depth, accuracy, and credibility of research findings. [L5; CLO6] 04
4. a) Why is ethics significant in research? Explain the importance of ethical principles in ensuring the integrity, and social responsibility of research, with relevant explanations. [L5; CLO3] 03
 b) A researcher from a public university in Bangladesh is conducting a qualitative study on the experiences of domestic workers living in urban Dhaka. The study involves in-depth interviews to understand their working conditions, wages, and challenges in daily life. Many participants are women who work in private households and are financially dependent on their employers. During data collection, some participants express fear that sharing negative experiences might lead to job loss or punishment from their employers. In a few cases, interviews are conducted in environments where other family members are present, raising concerns about privacy. The researcher also plans to record audio interviews and store personal information for analysis. The findings of this study will be published in an academic journal and shared with policy-makers and NGOs working on labor rights. In this situation, how can the researcher ensure ethical considerations in the research process? Discuss key ethical principles and explain how each can be applied in this study context. [L6; CLO3] 07

*Levels of Bloom's cognitive domain:

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