[Question of Term Final Examination]

Khulna University

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

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

Course Code: 0413 25 HRM 5103 **Course Title:** Managing Human Resources

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) *"Human resource is superior to others factors of production."* – Do you agree? Justify your answer. [L5, CLO1] 05
   b) Discuss the HRM practices to implement productivity through people strategy. [L4, CLO1] 05

2. a) Draw a model of HRM and explain how it can support resource-based philosophy of human resource management. [L6, CLO1] 04
   b) Define line and staff authority. Is HR manager a line or staff? Explain. [L3, CLO1] 03
   c) Outline the principles of HRM that guide the HR manager to execute their function fruitfully. [L4, CLO1] 03

3. a) Define succession planning. Describe the process of HR planning. [L2, CLO2] 05
   b) As an HR manager, how can you project the future HR requirement through Delphi, brainstorming technique and available HR supply through Markov model? [L3, CLO2] 05

4. a) How does a job description help organizations define employee roles and responsibilities, and what key elements should be included when preparing a job description for a sales representative? [L3, CLO5] 05
   b) How do different methods of collecting job analysis information contribute to effective human resource planning and decision-making? [L2, CLO4] 05

Section-B

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

1. a) List and briefly describe the basic categories of selection tests, with examples. [L6, CLO5] 05
   b) Conceptualize structured interview. Prepare a compact guideline for an interviewer that should be helpful for conducting a well-managed interview session. [L3, CLO5] 05

2. a) How can organizations identify and assess the training needs of employees to improve performance and achieve organizational goals? [L3, CLO6] 04
   b) How does management development contribute to organizational growth, and what are the major off-the-job methods used for management development? [L2, CLO7] 06

3. a) Delta Textile Mills Ltd. recently conducted employee performance appraisals. The HR manager noticed that some supervisors gave extremely high ratings to employees they personally liked, while some employees were rated only on the basis of one recent mistake despite performing well throughout the year. Some has been assessed on the basis of their attachment with the trade union. In some case the supervisor had forgotten to consider the employees past activities. Identify and explain the appraisal errors shown in the above scenario. Suggest how the company can reduce these errors in the performance appraisal process. [L5, CLO7] 04
   b) Prepare a Graphic Rating Scale and BARS scale of performance appraisal tool for evaluating customer service employees. [L6, CLO7] 06

4. a) Who should do the appraising? [L1, CLO7] 02
   b) How paired comparison method is used to appraise the employee performance. Explain with suitable example. [L6, CLO7] 04
   c) Why appraisal feedback is necessary? Explain the approaches by which a manager can conduct the feedback session. [L3, CLO7] 04

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

Course Code: 0413 25 HRM 5109 **Course Title:** Financial 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) Define financial management. How does financial management contribute to the achievement of a firm's objectives, and what are the major roles it plays in ensuring the financial success of a business organization? [L3, CLO1] 05

   b) What is financial market? How do financial markets ensure the efficient allocation of savings to productive investment opportunities? [L4, CLO1] 05

2. Aaron Company has 5,000 shares outstanding with a current market price of $80 per share. The company operates over a 354-day year. Financial Statements of Aaron are given below: [L5, CLO2] 10

Balance Sheet

Assets	In million $	Liabilities and Shareholders' Equity	In million $
Cash	1,820	Bank loans and notes payable	5,480
Accounts Receivable	6,450	Account payable	2,610
Inventories	12,300	Accrued Taxes	1,740
Prepaid expenses	4,110	Other accrued liabilities	3,295
Fixed assets at cost	10,575	Long term debt	7,920
Accumulated Depreciation	(700)	Shareholder's equity	
Net fixed assets	9,875	Common stock	4,500
Long term investment	1,460	Additional paid in capital	3,820
Other assets, long term	1,230	Retained earnings	7,880
Total assets	**37,245**	**Total liabilities and shareholders' equity**	**37,245**

Income Statement (In million $)

Net Sales	40,000
Cost of goods sold	25,000
Gross profit	15,000
Selling, general, and administrative expenses	9,000
Earnings before interest and taxes	6,000
Interest expenses	900
Earnings before taxes	5,100
Income taxes	2,000
Earnings after taxes	3,100

Analyze the financial statements, calculate the following ratio and interpret their implications:

i. Current ratio
ii. Quick ratio
iii. Interest coverage ratio
iv. Inventory turnover in days
v. Receivable turnover ratio
vi. Debt-to-equity ratio
vii. Total Asset turnover ratio
viii. Net profit margin
ix. ROA
x. P/E

Section-A

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

3. a) You are called in as a financial analyst to appraise the bonds of OCS Ltd. The $1,000 par value bonds have a quoted annual interest rate of 14 percent, which is paid semiannually. The yield to maturity on the bonds is 12 percent annual interest. There are 15 years to maturity. [L5, CLO3] 08
   i. Compute the price of the bonds based on semiannual analysis.
   ii. With 10 years to maturity, if yield to maturity goes down substantially to 8 percent, what will be the new price of the bonds?

   b) A firm will pay a $4.80 dividend at the end of year one, has a stock price of $45, and a constant growth rate of 8 percent. Compute the required rate of return. [L5, CLO3] 02

4. a) J&J is considering investing in a security that has the following distribution of possible one-year returns: [L5, CLO4] 07

Probability of occurrence	0.10	0.20	0.30	0.30	0.10
Possible return	-0.15	-0.05	0.00	0.25	0.35

   i. What is the expected return and standard deviation associated with the investment?
   ii. What is risk per unit of return for J&J?

   b) Assuming that the CAPM approach is appropriate, compute the required rate of return for each of the following stocks, given a risk-free rate of 0.08 and an expected return for the market portfolio of 0.16. What implications can you draw? [L5, CLO4] 03

Stock	A	B	C	D	E
Beta	1.45	1.00	0.60	.75	2.10

Section-B

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

1. a) What do you mean by securities? Compare and contrast different types of securities along with their features. [L4, CLO6] 07

   b) Define and explain how Preemptive Right allows shareholders to maintain their proportional company ownership. [L2, CLO6] 03

2. Your division is considering two projects. Your company maintains that a project's payback period can be maximum 3 years. Its WACC is 12%, and the projects' after-tax cash flows would be as follows: [L5, CLO5] 10

	0	1	2	3	4	5
Project P	-$30,000	$5,000	$10,000	$17,000	$20,000	$25,000
Project Q	-$35,000	$20,000	$10,000	$8,000	$6,000	$4,000

   i. Calculate the projects' PIs, MIRRs, and regular paybacks.
   ii. If the two projects are independent, which project(s) should be chosen, why?
   iii. If the two projects are mutually exclusive, which project(s) should be chosen, why?

3. a) Illustrate residual dividend model with its advantages and disadvantages. How would you set dividend policy for your company? [L5, CLO6] 05

   b) Explain the payment procedure of dividend with appropriate example of each step. [L3, CLO6] 05

4. Eagle Ridge Sports Equipment Company currently has $4.5 million in long-term debt outstanding, carrying an interest rate of 10%. The firm is planning a $6 million expansion project and is evaluating three financing alternatives: [L5, CLO5] 10

   Option 1: Issue additional debt at 13% interest
   Option 2: Issue preferred stock with a 10% dividend rate
   Option 3: Issue new common equity at a price of $20 per share

   The company currently has 1,000,000 common shares outstanding and is subject to a 35% corporate tax rate. The firm's current earnings before interest and taxes (EBIT) is $2.4 million, and it is assumed that operating profit will not change immediately after financing.

   i. Calculate the earnings per share (EPS) under each of the three financing alternatives, assuming EBIT remains at $2.4 million.
   ii. Mathematically determine the indifference point between Option 1 and 3.
   iii. Compute the Degree of Financial Leverage (DFL) at the expected EBIT level of $2.4 million for each financing alternative.

[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 5207 **Course Title:** Workforce Diversity Managemnt

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) Illustrate diversity management and discuss its importance in the global workplace. [L2; CLO1] 05
   b) Analyze the challenges of managing workforce diversity in a global context, including issues of exclusion and international population changes. [L4; CLO1] 05

2. a) Elucidate the international bill of human rights and its relevance to employment rights in diverse workplaces. [L2; CLO1] 05
   b) Evaluate global anti-discrimination and equal rights legislation and assess how they support the creation of inclusive workplaces. [L5; CLO2] 05

3. a) Describe the impact of worker migration and occupational diversity on modern workforce composition. [L2; CLO1] 05
   b) Analyze the implications of disability and sexual orientation on workforce diversity and organizational practices. [L4; CLO2] 05

4. a) Explain the cultural context of the global workplace and describe the importance of cross-cultural communication. [L5; CLO3] 05
   b) Discuss how cultural styles and world religions influence the functioning and effectiveness of cross-cultural teams in global organizations. [L6; CLO3] 05

Section-B

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

1. a) Define relational schemas and describe how they influence interpersonal relationships in organizations. [L3; CLO3] 05
   b) Analyze how emotional detachment versus emotional involvement affects conflict and harmony in diverse workplaces. [L4; CLO3] 05

2. a) Assess the major paradigms and key elements associated with diversity management. [L5; CLO3] 05
   b) Evaluate the role of organizational leadership in implementing inclusive workplace. [L5; CLO5] 05

3. a) Demonstrate the evolution of diversity management from equal rights legislation to affirmative action policies and contemporary inclusive workplace approaches. [L2; CLO3] 05
   b) Critically analyze the inclusive workplace model and evaluate its practices and barriers to implementation. [L5; CLO5] 05

4. a) Elucidate how diversity management influences human resource practices such as recruitment and selection in organizations. [L2; CLO3] 05
   b) Appraise the impact of diversity, equity and inclusion (DEI) on organizational outcomes, particularly in multinational corporations. [L5; CLO5] 05

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[Question of Term Final Examination]

Khulna University

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

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

Course Code: 0413 25 BA 5151 **Course Title:** Managerial Communication

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) Describe how power relations influence the effectiveness of communication in organizational or social settings, and examine how these dynamics may reshape meaning or create barriers to mutual understanding. [L2; CLO1] 05

   b) Assess how ineffective managerial communication leads to workplace conflict and low employee engagement, and propose strategies managers can adopt to enhance communication effectiveness. [L5; CLO2] 05

2. a) Explain and provide examples for the three components that involve the listening process from a communication standpoint. [L2, CLO2] 06

   b) Distinguish between *"monochromic"* and *"polychromic"* view of time with examples. [L4, CLO2] 04

3. a) Describe the *"extemporaneous"* method of delivery and explain why it is often considered the most effective. [L2, CLO3] 04

   b) What are the potential risks of attempting to deliver a fully memorized speech? [L1, CLO3] 02

   c) *"One's manner of dress, choice of hairstyle, physical characteristics and the like are personal. They should have no influence on any form of oral communication."* – Do you agree with this statement? Justify your answer. [L5, CLO3] 04

4. a) *"The eyes are a central part of nonverbal communication. They show a range of emotions that words won't always speak."* – Discuss the above statement with example. [L2, CLO4] 02

   b) Exlain why ethnocentrism is considered *"disastrous"* to effective communication with examples. [L2, CLO4] 04

   c) Explain how differing cultural values regarding authority and subservience can lead to communication breakdowns. [L2, CLO4] 04

Section-B

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

1. a) According to Mike Smith, what are the five main sources of unreliability in selection interviews? [L1, CLO5] 05

   b) Discuss the stages of a selection interview with examples. [L5, CLO5] 05

2. a) Compare the responsibilities of a *"meeting leader"* versus a *"participant"*. How do their individual roles contribute differently to the collective goal of an efficient, goal-oriented discussion? [L4, CLO6] 08

   b) If a meeting leader notices a participant is *"dominating"* the conversation, what specific techniques can be used to restore balance? [L2, CLO6] 02

3. a) Compose a formal email to the Registrar requesting permission to organize a campus Job Fair, ensuring clarity, professionalism, and persuasive justification of the event's benefits. [L6; CLO7] 05

   b) Discuss why email remains a dominant communication channel in professional contexts despite the rise of social media, and compare its advantages and limitations in both personal and organizational communication. [L6; CLO7] 05

4. a) What necessary information should be included in a CV? [L2, CLO8] 05

   b) *"A cover letter is a form of sales message and here the product is the applicant. Thus one should target one's application to the employer's criteria."* – Justify your logic regarding the statement. [L5, CLO8] 05

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[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: 1st **Term:** 1st **Examination Year:** 2026 **Session:** 2025-2026

Course Code: 0413 25 HRM 5101 **Course Title:** Management & Organization Behavior

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 management and critically explain the key principles of management that managers should apply to improve organizational performance and employee effectiveness. [L4, CLO1] 05
   b) Differentiate between organizational goals and objectives, and evaluate the major steps of the decision-making process in managerial practice. [L5, CLO2] 05

2. a) Explain the major types of organizational structures practiced in business organizations. [L3, CLO3] 05
   b) A rapidly growing multinational company is facing coordination problems where operational managers (line managers) complain about too much interference from specialists, while staff experts argue that their recommendations are being ignored, leading to inefficiencies and strategic misalignment. As an organizational behavior consultant, critically analyze how the line and staff structure might be contributing to this conflict. Propose innovative mechanisms the company can adopt to balance authority, improve collaboration, and ensure both operational efficiency and expert input are effectively integrated. [L6, CLO4] 05

3. a) Critically compare transactional and transformational leadership in terms of their approach, effectiveness, and impact on organizational performance. [L5, CLO5] 04
   b) Explain the contingency theory of leadership and describe how leadership effectiveness depends on situational factors. [L2, CLO5] 06

4. a) Evaluate the concept of controlling and explain its different types in modern management practices. [L5, CLO6] 04
   b) How does controlling help in accomplishing organizational goals and making efficient use of resources? Explain. [L2, CLO6] 03
   c) Discuss the prerequisites of effective control and show how they help in designing a reliable and result-oriented control system in organizations. [L3, CLO6] 03

Section-B

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

1. a) Describe the nature of people in organizational settings with suitable examples. [L2, CLO7] 04
   b) Examine the framework for learning Organizational Behavior and discuss its role in improving managerial effectiveness. [L4, CLO7] 03
   c) Describe how organizational behavior and human resource management are interrelated in managing people effectively in organizations. [L3, CLO7] 03

2. a) Define personality and critically examine its key attributes and their relevance in understanding human behavior in organizations. [L4 CLO8] 05
   b) Analyze the concept of attitudes and examine the major employee attitudes in organizations and their impact on organizational performance. [L5, CLO8] 05

3. a) Explain organizational culture and describe the fundamentals components of organizational change. [L2, CLO12] 05
   b) Critically analyze politics and conflict in organizations and evaluate strategies for managing conflict effectively. [L5, CLO12] 05

4. a) Examine the difference between group and team, and explain the process of group development in organizational settings. [L4, CLO10] 04
   b) Mention the sources of stress in the workplace. Imagine an organization with high employee turnover due to stress. How would you redesign its stress management strategies to restore performance and well-being? [L2, CLO10] 03
   c) How would you redesign its stress management strategies to restore performance and well-being? [L6, CLO10] 03

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