



[Question of Term Final Examination]



Khulna University

School: Management and Business Administration

Discipline: Human Resource Management

Program: BBA in HRM

Year: 4th

Term: 1st

Examination Year: 2026

Session: 2024-25

Course Code: 041325 HRM-4103

Course Title: Business Research Methodology

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) Discuss the interrelationship between ontology, epistemology, and research design. Illustrate how these philosophical assumptions guide the choice of qualitative and quantitative research approaches. [L6; CLO1] 05
b) Write an extended abstract of approximately 300 words on the topic "*Understanding Student Reading Habit.*" Ensure that the abstract is well-structured, coherent, and academically sound, covering all necessary elements of an extended abstract. Include five relevant keywords at the end. [L3; CLO1] 05
2. a) Critically examine the main types of research designs and justify the contexts in which each design is most appropriately applied in research practice. [L5; CLO2] 05
b) Considering a research problem that seeks to explore the vulnerability of fisherwomen in coastal Bangladesh, how would you determine an appropriate research design, and how would you justify your choice in terms of methodological suitability and alignment with the research objectives? [L5; CLO2] 05
3. a) How do the different types of literature reviews contribute to the development of a research study, and in what ways does a theoretical review provide a deeper conceptual foundation for framing research problems, building arguments, and guiding the research process? [L6; CLO4] 05
b) Climate Change and Coastal Livelihoods in Bangladesh 05
In the coastal district of Shyamnagar, Bangladesh, communities are experiencing increasingly severe impacts of climate change. Over the past decade, frequent cyclones, rising sea levels, soil salinity, and irregular rainfall patterns have significantly disrupted agriculture and fishing activities the two main sources of livelihood in the region. Many farmers report declining crop yields due to saltwater intrusion, while fisherfolk face uncertain catches caused by changing marine ecosystems. Local reports also indicate that a growing number of households are being forced to migrate to nearby cities in search of alternative income opportunities. However, migration often leads to new challenges such as urban poverty, informal employment, and loss of social support systems. Despite various government and NGO interventions, the long-term effectiveness of adaptation strategies remains unclear. A recent community observation suggests that women and small-scale farmers are disproportionately affected, as they have limited access to resources, climate-resilient technologies, and financial support. At the same time, there is limited academic research that systematically explores how these communities perceive climate risks and adapt to changing environmental conditions.
Based on the above:
i. Develop 3 clear research questions that appropriately address the issues presented in the case. [L6; CLO3]
ii. Write a concise problem statement that explains the research problem, its significance, and the gap in existing knowledge. [L4; CLO3]
4. a) If you would like to conduct an interview survey of around 200 females in Dhaka city who are suffering from infertility, what type of probability sample would you choose and why? [L5; CLO5] 02
b) What are the main types of probability sample? Describe in short. [L1; CLO5] 04
c) What is snowball sampling? What factors would you take into account in deciding how large your sample should be when devising a probability sample? [L2; CLO5] 04

Section-B

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

1. a) What is the difference between a concept and a construct? Explain with an example. [L2; CLO1] 02
b) Describe and compare the four different levels of scale measurement with appropriate example. [L3; CLO3] 04

- c) What is the reliability and validity criteria of good measurement? Describe four basic approaches to establishing validity. [L3; CLO3] 04
2. a) In qualitative research, why is purposive sampling often preferred over other sampling techniques, and how does it support the objectives of qualitative inquiry in studying complex social phenomena? Critically discuss its major strengths and limitations in producing meaningful and in-depth insights. [L6; CLO5] 05
- b) What are the common strategies used in qualitative data collection, and why is the interview method widely preferred in qualitative research? How is qualitative data analyzed, particularly through thematic analysis, and what are its key steps? [L3; CLO6] 05
3. a) What is the significance of ethical considerations in research, and how do ethical principles ensure the integrity of a study? Interpret your answer with suitable examples. [L5; CLO6] 05
- b) Digital Learning and Student Performance in Bangladesh 05
- A recent study was conducted in selected public and private universities in Bangladesh to examine the impact of digital learning tools (such as Zoom classes, Google Classroom, and recorded lectures) on student academic performance. The study collected survey data from 400 undergraduate students across different disciplines. The findings revealed that students who regularly used digital learning platforms showed moderately higher academic performance compared to those who relied mainly on traditional classroom learning. However, many students reported challenges such as poor internet connectivity, lack of digital literacy, reduced interaction with teachers, and screen fatigue. Interestingly, students from urban areas benefited more from digital learning compared to students from rural backgrounds, indicating a digital divide. The study also found that while digital tools improved flexibility and access to learning materials, they were not always effective in developing critical thinking and practical skills without proper instructional design. Despite these insights, the study was limited to a small number of universities and focused only on undergraduate students, which may restrict the generalizability of the findings. Based on the above case, write an approximately 300-word integrated response that includes the conclusion of the study, policy and practical implications, limitations of the study, and future research directions in a coherent and well-structured manner. [L6; CLO6]
4. a) Education is important because it helps people learn things, and learning is something that happens in schools and also outside schools. Many students go to university, and universities are places where knowledge is created and shared, but sometimes knowledge is not shared properly because people think differently about learning. In society, students face different situations, and these situations can sometimes affect how they study or how they do not study. Reading is also related to thinking, and thinking is related to understanding, but understanding can be different for different people in different places. Therefore, education and learning are connected, and they may or may not influence student outcomes depending on many factors that are sometimes visible and sometimes not visible. 05
- Why is the above paragraph not appropriate for academic research writing? Identify and explain its key problems and rewrite the paragraph in a clear, logical, and academically appropriate form. [L 3; CLO 6]
- b) A Study on Student Dropout in Bangladeshi Universities 05
- A research team is investigating the issue of university student dropout in Bangladesh, focusing on both the scale of the problem and the underlying reasons behind it. The researchers first conduct a survey with 600 undergraduate students from five public and private universities to measure the prevalence of dropout intentions and identify key influencing factors such as academic pressure, financial difficulties, lack of interest, and social adaptation issues. The quantitative findings show that nearly 28% of students have seriously considered dropping out, with financial stress and academic mismatch being the most significant predictors. However, the survey data does not fully explain why students feel disconnected from their studies. To explore this deeper, the researchers then conduct in-depth interviews with 30 students who have either dropped out or are at high risk of dropping out. These interviews reveal complex issues such as poor student-teacher relationships, lack of career guidance, mental health struggles, and dissatisfaction with teaching methods.
- Based on the above case, critically evaluate the use of a mixed methods research design in studying student dropout. What are the main challenges faced in combining quantitative and qualitative approaches, and how do these challenges affect the integration, interpretation, and overall validity of the research findings? [L5; CLO6]

*Levels of Bloom's cognitive domain:

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



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Khulna University



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

Year: 4th **Term:** 1st **Examination Year:** 2026 **Session:** 2024-2025

Course Code: 0413 25 HRM 4105 **Course Title:** Industrial Relations

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 industrial relation. [L1; CLO1] 02
b) What are the major factors that affect industrial relation system? Explain. [L4; CLO 2] 04
c) Discuss the major causes of poor Industrial Relations (IR) in Bangladesh and suggest some effective measures to resolve them. [L3; CLO1] 04

2. a) Heritage Textiles Ltd. is a long-standing manufacturing plant currently facing a massive shift in its operations. The company's history is divided into three distinct phases of management-worker dynamics. Phase-1: Originally, the company was run by the owner, Mrs. Sathi, who managed with an "iron fist." He believed that since he provided the capital and the jobs, his authority was absolute. He viewed the factory as a single team where everyone's interests were perfectly aligned with the company's profit. Anyone who attempted to form a committee or protest was viewed as a "traitor" to the company family. Phase -2: However, after a series of strikes, a new CEO, Sarah, took over. She recognized that the workers had their own legitimate interests that were often different from the shareholders' interests. She formally recognized the Trade Union and established a "Joint Negotiating Committee." She famously stated, "We don't have to agree on everything, but we do have to negotiate everything." Conflict was no longer seen as a rebellion, but as a formal disagreement to be settled through a contract. Phase- 3: During a severe economic recession, the factory was on the verge of permanent closure. The Union Leader, inspired by ethical philosophy, approached the board. He proposed that the workers would work for reduced pay to keep the business solvent, provided the owners treated the surplus wealth of the company as a "community chest" to be shared fairly once profits returned. He argued that neither side "owned" the factory—both were merely custodians of it for the sake of society where strike should be considered as the last option labor should resort to, after the failure of all constitutional and peaceful ways.

Identify the IR approaches that characterizes Phase-1, Phase-2 and Phase-3. and give proper justification in favor of your answer. [L4; CLO1]
b) "Industrial relations (IR) are the complex set of interrelations among workers, managers and government." Explain this concept. [L4; CLO1] 04

3. a) Illustrate the legal grounds for forming trade union in any organization of Bangladesh. [L2; CLO2] 04
b) Assume, you are currently holding a position of director of labor and responsible for registering trade union. A group of employees of Ahyar Jute Mills Ltd has agreed to form a trade union that's why they apply for registration to you. Now, illustrate which requirements will you check before registering the union in your register. [L2; CLO4] 06

4. a) Describe the unfair labour practices on the part of workers according to section 196 of BLA-2006. [L4; CLO4] 05
b) Define employee involvement and participation and identify the different forms of participation used in organizations. [L2; CLO 3] 05

Section-B

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

1. a) What is Collective Bargaining? [L1; CLO4] 02
b) Analyze the importance of Collective Bargaining with reference to “Employees” and “Employer”. [L3; CLO4] 03
c) Examine the legislative framework, functions, and structure of collective bargaining and evaluate how it contributes to resolving workplace conflicts. 05
2. a) Suppose, you are working as a HR executive of VIP industries BD manufacturing Ltd. You are observing that one of your employees named MR Shafiqul Islam, is demonstrating indisciplinary behavior such as reporting late to work, frequently remained absent without approval, during working time bullying other colleagues etc. You are thinking to go for disciplinary action. Now, explain the procedure that you will follow to take the action against him. [L5; CLO6] 05
b) Contrast between positive discipline and negative discipline. What are the common issues related to employee discipline? [L2; CLO6] 05
3. a) Distinguish between strike and lock- out. [L2; CLO6] 02
b) A reputed corporate house of Bangladesh has been producing modern readymade clothing products in Nepal for 12 years. The company has recently decided to expand its production. It was decided to shift the factory to a new location about 20 kms away from its present site. As the workers transferred to the new site were living in town, the union demanded an additional of TK. 2000/- per month as transportation cost. However, the company offered TK. 1000 only for the same. When the plant was being shifted to the new site, negotiations went on uninterrupted between the management and the union on this issue. However, both the parties couldn't come to a settlement even after 6 months.
The management still stand on their decision even though the union indicated some flexibility. The union refused to compromise fully on the issue. They adopted go-slow tactics to pressurize the management. The production went down drastically, but the management still on original stand. In the meanwhile, the management charge-sheeted some of the union leaders and suspended them and pending negotiation.
Requirements:
i. Analyze the case given and elucidate the dispute and causes. [L4; CLO6]
ii. If you were a union leader, what actions would you follow to pressurize management instead of go-slow strategy? Why? [L6; CLO6]
iii. As a general manager of the company, how would you resolve the given dispute? [L6; CLO6]
2+3
+3
=08
4. a) How are labour disputes resolved in bangladesh through negotiation, concialiation and arbitration and litigation? Explain. [L3; CLO4] 04
b) Describe the major functions that the collective bargaining agent shall be entitled to perform in an establishment. [L3; CLO7] 03
c) Suppose, you have been appointed as a director of labor. To select CBA through secret ballot, which activities you have to do. [L2; CLO7] 03

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Khulna University



School: Management and Business Administration

Discipline: Human Resource Management

Program: BBA in HRM

Year: 4th

Term: 1st

Examination Year: 2026

Session: 2024-2025

Course Code: 0413 25 HRM 4107

Course Title: Entrepreneurship Development and SME 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) What do you mean by entrepreneurship? Discuss the major components of an entrepreneurial profile. [L2; CLO1] 04
b) Explain how cultural diversity shapes entrepreneurial mindset, opportunity recognition, and business practices. [L3; CLO1] 03
c) Describe the key factors that lead to failure in entrepreneurship ventures. [L2; CLO1] 03
2. a) How do creativity and innovation differ in terms of process, output, and application in entrepreneurship? Discuss. [L3; CLO2] 05
b) "Not all innovations create equal strategic value"- Discuss this statement by comparing different innovation with relevant example. [L6; CLO2] 05
3. a) Examine the three entrepreneurial theories—Effectuation, Causation, and Bricolage—and assess which is most effective in dynamic and uncertain markets. [L6; CLO3] 06
b) Explain the concept of a policy framework and describe its key components in guiding entrepreneurial decision-making. [L3; CLO3] 04
4. a) Define business plan and describe the systematic process of developing a business plan for a new venture. [L4; CLO4] 05
b) Design a systematic approach for identifying and assessing business risks, and justify how it supports effective risk management in organizations. [L6; CLO4] 05

Section-B

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

1. a) Examine corporate entrepreneurship and compare the behavioral and functional differences between entrepreneurs and intrapreneurs. [L5; CLO5] 04
b) Identify and discuss the main stages involved in the intrapreneurship process in organizations. [L3; CLO5] 03
c) Briefly explain the challenges of implementing team intrapreneurship. [L2; CLO5] 03
2. a) Examine the key dimensions of manufacturing entrepreneurship and assess their role in achieving sustainable industrial development. [L4; CLO5] 05
b) Explain the concept of the high-tech entrepreneurship ecosystem and describe its main components. [L3; CLO5] 05
3. a) "There is no single best entry strategy for international entrepreneurship." Discuss this statement by comparing various foreign market strategy. [L6; CLO5] 05

Section-B

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

- b) What do you mean by franchising? Describe the benefits and limitations of buying a franchise as a business model. [L2; CLO5] 05
4. a) Define small-scale industries and explain their nature in the context of economic development. [L2; CLO5] 04
- b) Explain the major constraints of SME growth in Bangladesh and discuss the key initiatives taken to encourage SME development. [L2; CLO5] 06

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Name & Signature of the Moderators
(with Date)

Signature of the Question Setter
(with Name/Seal and Date)



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Khulna University



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

Year: 4th **Term:** 1st **Examination Year:** 2026 **Session:** 2024-2025

Course Code: 0413 25 HRM 4109 **Course Title:** Human Resource Information Systems

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

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Section-A

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

1. a) In the evolution of Human Resources Information System (HRIS), there was a phase when organizations began emphasizing a “best-fit” approach rather than a “best-practice” approach. Describe this era in detail and explain how it adds greater value to HRIS compared to earlier eras of HRIS development. [L2; CLO1] 05
b) What are the factors that changed the primary role of Human Resource Management from a caretaker of records to a strategic partner? [L2; CLO1] 03
c) Define Enterprise Resource Planning. [L1;CLO1] 02
2. a) Early DBMSs had problems such as data redundancy, poor data control, and inadequate data manipulation capabilities. To overcome these shortcomings, a new database management approach was introduced. Identify this system and explain it with a proper diagram. [L4; CLO2] 04
b) Explain the concept of data sharing between different levels of an organization. [L3; CLO2] 03
c) What is the difference between a primary key and a foreign key? [L2; CLO2] 03
3. a) A particular system architecture separates the back-ends into two distinct servers to improve system functionality and management. Name this architecture and explain it with its major limitations. [L2; CLO4] 04
b) How does network bandwidth impact a two-tier architecture? [L4; CLO4] 04
c) What is BOB? Explain. [L2; CLO4] 02
4. a) There is an SDLC that focuses on designing, developing, testing, and frequently releasing software. Explain with its process to reach its objectives. [L4; CLO4] 05
b) The tool of software development allowing users to build applications using pre-configured templates and logic-based workflows – without writing a single line of code and provide a mix of visual programming and traditional coding. Can you identify them? Explain the features of them. [L4; CLO4] 05

Section-B

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

1. a) Identify the key attributes and features that a recruitment website should incorporate, and explain how these features can help attract qualified applicants and ensure an effective and efficient recruitment process. [L3; CLO6] 06
b) Discuss the security issues in choosing online testing system for employee selection. [L5; CLO6] 04

2. a) Suppose an organization plans to implement a computerized Performance Management System (PMS). Identify the major data inputs and decision-support features that should be included in the system. [L2; CLO6] 06
b) List the major features that should be included in a computerized payroll module and explain how these features can improve the efficiency and accuracy of payroll management.[L2; CLO6] 04
3. a) Discuss the practices that are considered as invasive of privacy in HRIS context. [L2; CLO7] 04
b) Define infosec. Describe the CIA triad with relevant examples. [L2; CLO7] 06
4. a) Explain the importance of change management in successful HRIS implementation. [L2; CLO8] 04
b) Assume that an organization failed to implement its HRIS successfully due to poor employee adaptation. Analyze the role of leadership, communication, and training in ensuring successful change management during HRIS implementation.[L4; CLO8] 06

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