



PG – 1426

7
IV Semester M.B.A. (Day and Eve.) Examination,
December 2024/January 2025
(CBCS) (2022-23 and Onwards)
MANAGEMENT

Paper – 4.4.1 : Strategic HRM (Human Resources)



Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions from the following. **Each** question carries **5** marks.

(5×5=25)

1. Evaluate the role of HR in strategic planning and decision-making in organizations.
2. Describe the relationship between HRM practices and firm performance.
3. Discuss the impact of Mergers and Acquisitions on employee morale.
4. What are the advantages and disadvantages of HR outsourcing ?
5. Explain the process of career development system.
6. What are downsizing strategy and reasons to downsize ?
7. Describe the relationship between *HRM practices and firm performance*.

SECTION – B

Answer **any three** questions from the following. **Each** question carries **10** marks.

(3×10=30)

8. Discuss the investment perspective of SHRM and its implications for organizational growth and sustainability.
9. What are the HR challenges in the domestic and International labour markets and their implications for multinational companies.
10. Evaluate the role of *performance management systems* in enhancing employee productivity and aligning with strategic goals.
11. Explain the benefits and challenges of outsourcing and *offshoring* from an HR perspective, including effects on workforce management.

P.T.O.



SECTION – C

12. **Compulsory Case Study.****(1×15=15)**

Bright Future Enterprises (BFE) is a leading company in the consumer goods industry known for its commitment to employee development and career growth. To foster talent and support career progression, BFE has implemented a comprehensive Employee Development Program (EDP) that provides employees with resources to upskill, gain cross-functional experience, and pursue leadership roles within the organization. The EDP includes personalized career paths, mentorship opportunities, and funding for certifications and advanced degrees. This program has helped BFE retain high-performing employees by showing a strong commitment to their professional growth.

In addition to the EDP, BFE has created an annual Career Development Week, where employees can attend workshops, participate in mock interviews for internal promotions, and engage in panel discussions with senior leaders. The company's leadership believes that providing exposure to different areas within BFE helps employees gain a deeper understanding of the business and fosters a culture of continuous learning. Career Development Week has become a popular event that many employees look forward to each year, as it allows them to actively engage in planning their own career paths.

However, BFE has faced challenges ensuring that managers across departments fully support the EDP. Some managers were initially hesitant to release team members for training or cross-departmental rotations, fearing it would disrupt workflow. To address this, BFE introduced a "Development Champion" role in each department to promote the program and communicate its benefits. This role has been successful in creating more awareness about the EDP, resulting in higher participation and buy-in from all levels of the organization.

Questions :

- a) How does Bright Future Enterprises Employee Development Program (EDP) support employee retention ?
 - b) Describe two benefits of Career Development Week for employees at BFE.
 - c) What steps did BFE take to address managerial resistance to the EDP, and why was this necessary ?
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