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**Gandhi Institute of Engineering and Technology University, Odisha, Gunupur
(GIET UNIVERSITY)**

M.B.A. (Third Semester) Regular Examinations, November – 2025

23MBAHR23021 – Strategic HRM

(MBA-HR)



Time: 3 hrs

Maximum: 60 Marks

(The figures in the right hand margin indicate marks.)

PART – A

(2 x 5 = 10 Marks)

Q.1. Answer *ALL* questions

	CO #	Blooms Level
a. Define the five-P framework used in Strategic HRM.	CO2	K2
b. Identify any two techniques for assessing HR effectiveness.	CO5	K2
c. Explain how the HR function contributes to strategy development.	CO1	K3
d. Discuss the key strategic issues in staffing	CO3	K3
e. Analyse how training enhance organizational competitiveness?	CO6	K3

PART – B

(10 x 5 = 50 Marks)

Answer *all the* questions

	Marks	CO #	Blooms Level
2. a. Examine the connection between HR assessment and strategic planning.	5	CO1	K3
b. Explain the significance and stages of HR performance review in SHRM.	5	CO5	K3
OR			
c. Analyse the impact of cross-cultural training in multinational organizations.	10	CO3	K3
3. a. Illustrate how the five-P framework helps in integrating workforce with business objectives.	6	CO3	K3
b. Analyse how HR strategy aligns with organizational objectives.	4	CO1	K3
OR			
c. Examine the strategic role of performance management in SHRM.	10	CO5	K4
4. a. Discuss the role of succession planning in ensuring leadership continuity.	5	CO3	K3
b. Evaluate how corporate, business, and HR strategies interrelate for organizational success.	5	CO1	K4
OR			
c. Discuss challenges faced in aligning HR strategies with organizational goals and suggest solutions.	6	CO6	K4
d. Discuss the different competencies of HR professionals in SHRM.	4	CO4	K3
5. a. Assess how technological and workforce trends influence HR planning.	6	CO3	K3
b. Explain how changing nature of work affects HR policies	4	CO3	K3
OR			
c. Discuss the significance of diversity management and corporate restructuring in SHRM.	10	CO6	K3
6. a. Explain different methods adopted by firm to evaluate HR.	5	CO5	K2
b. Explain the differences between Traditional HRM and Strategic HRM with examples.	5	CO2	K3

OR

c. **Case Background:**

Infosys Technologies Ltd., a well-known IT company in India, carried out an HR audit to improve employee performance and overall efficiency. As the company grew quickly, it faced problems like uneven HR policies and low employee engagement.

The HR audit team studied key areas such as recruitment, training, performance appraisal, pay structure, and employee welfare.

The audit found that:

- Performance appraisals were not consistent across departments.
- Career growth opportunities were limited.
- Employee motivation was going down.

To fix these issues, Infosys introduced a competency-based performance appraisal system, improved training and development programs, and started new employee engagement activities.

After these changes, the company saw better employee retention, higher job satisfaction, and improved organizational productivity.

Question: Based on the above case, analyse how HR Audit can serve as a tool for performance improvement in an organization. In your answer, discuss the audit process and outcomes that contribute to better HR and organizational performance.

End of Paper