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



Ph.D. (First Semester-Summer) Examinations, December – 2025  
**23SPPEMB1011 – Advanced Human Resource Management**  
(Management Studies)

Time: 3 hrs

Maximum: 70 Marks

**The figures in the right hand margin indicate marks.**

<b>Answer ANY FIVE Questions.</b>	<b>(14 x 5 = 70 Marks)</b>	<b>Marks</b>
1.a. Define grievance. Identify and examine the different reasons behind employee complaints in Indian industries.		8
b. Explain the importance of Industrial Relations in today's Indian scenario.		6
2. "Managing a business means managing its future, and the future depends on managing information." Based on this idea, explain the role of an HR Manager in strengthening and empowering human resources.		14
3.a. Briefly explain the importance of an HRD scorecard in an organisation.		7
b. Justify the statement: "Recruitment is a positive activity, whereas selection is a filtering (negative) activity."		7
4. "Organizational culture and climate are tools that influence overall organisational performance." Discuss.		14
5.a. Describe the latest trends in training methods and practices in India.		7
b. Discuss the performance appraisal approaches used in International HRM.		7
6.a. What are the organisational constraint to creativity and innovation? How to overcome it?		7
b. Explain the key features of the four major international staffing or foreign assignment strategies.		7
7. Explain the current position of collective bargaining in India. Evaluate how successful it has been, and analyse the major issues involved in collective bargaining.		14
8.a. Explain the status and role of HRD in government departments and the service sector.		7
b. What is HRD? Discuss the main problems faced by HR in the Indian context.		7

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