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MASTER OF BUSINESS ADMINISTRATION (M.B.A.)
EXAMINATION : DECEMBER - 2025
SEMESTER - III

Sub.: Strategic Human Resource Management (MHRM 307/MBA24-HRM306)

Date : 30/12/2025

Total Marks : 60

Time: 2.00pm to 4.30pm

- Instructions:** 1) All questions are compulsory.
 2) Figures to the right indicate full marks.

Q. 1. Write Short notes on (Any Three) (15)

1. Traditional HRM
2. Barriers in implementing Strategic HRM
3. Ethical behavior in HRM
4. Employee shortage
5. Role of Human Resources in strategy formulation

Q. 2. Answer in detail (Any One) (10)

1. Explain with an example how HR can use technology to improve employee engagement.
2. What is meant by employee surplus? Identify two methods for dealing with employee surpluses in detail.

Q. 3. Answer in detail (Any One) (10)

1. Explain the importance of Training and Development strategies in strategic HRM.
2. Explain the importance of HR involvement in strategic decision-making.

Q. 4. Answer in detail (Any One) (10)

1. Break down the stages where HR contributes to merger and acquisition success.
2. Discuss in detail the important steps taken by HR during organizational restructuring.

Q. 5. Case study (15)

NovaPrime Technologies had always been known for its employee-friendly culture and supportive work environment. Over the years, the company built a reputation for providing excellent work-life balance, stable career paths, and long-term job security. Because of these benefits, most employees stayed with the organization for 15–20 years. Teams across departments had members who had joined together and grown together, forming strong bonds and deep comfort in their roles.

While this stability created a family-like environment, it also led to an unintended consequence—no one wanted to leave. Employees were so accustomed to the culture and comfort that resignations were almost unheard of. As a result, the company stopped hiring fresh talent and continued relying on the same workforce year after year.

Over time, NovaPrime began experiencing challenges. Many employees resisted new technologies and preferred traditional methods they were used to. Innovation slowed down as teams lacked diverse perspectives, and younger employees with updated skills were not brought in. The HR department realized there was a significant surplus of employees,

especially in administrative and support functions. Several roles had become outdated, but since these employees had long tenures, management hesitated to restructure or suggest retirement plans.

The organization began to feel stagnant. Projects moved slowly, adaptability declined, and the absence of fresh ideas affected competitiveness in the market. Departments became overstaffed, yet productivity did not improve. Several managers quietly expressed concerns that the company was becoming too comfortable, lacking agility and modern capabilities.

However, no action was taken. The management team feared disturbing the harmonious culture and continued delaying strategic decisions. The surplus staff issue remained unresolved, and NovaPrime found itself at a crossroads—valuing loyalty but struggling with the need for renewal.

Questions :

1. How would you assess whether the employee surplus is affecting organizational efficiency and competitiveness?
 2. What strategies would you consider to introduce new talent without disrupting the existing harmonious culture?
 3. How would you approach restructuring or redeploying long-tenured employees in a sensitive yet effective manner?
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