

TILAK MAHARASHTRA VIDYAPEETH, PUNE
MASTER OF BUSINESS ADMINISTRATION (M.B.A.)
EXAMINATION : MAY/JUNE-2026
SEMESTER - III

CB
60:40

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

Date : 03/06/2026

Total Marks : 60

Time: 10.00am to 12.30pm

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

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

1. Characteristics of Strategic HRM
2. Workforce diversity
3. Employee surplus
4. HR responsibilities during mergers and acquisitions
5. Importance of HR in strategic decision making

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

1. Break down the internal and external factors that act as barriers to Strategic HR implementation.
2. Examine the challenges HR managers face when integrating new technologies.

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

1. Distinguish between ethical and unethical HR practices with examples
2. Demonstrate how training strategies can improve employee productivity?

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

1. What is meant by employee shortage? Identify two methods for dealing with employee shortage in detail.
2. Show how a structured selection process can reduce hiring errors.

Q. 5. Case study (15)

At Horizon Retail Services, the past six months had seen an alarming rise in employee resignations. Staff from various departments—customer service, warehouse operations, and sales—were leaving the company one after another. Many cited workload pressure, lack of career growth, and inadequate communication with supervisors as unspoken reasons, but no formal exit interviews were conducted to confirm these assumptions. The HR department, already functioning with limited resources, was unable to keep up with the increasing turnover.

Despite the growing number of vacancies, the management did not initiate the recruitment process. They assumed the situation was temporary and that existing employees could handle the workload until the next financial quarter. However, this decision led to a visible staff shortage. Customer queries went unanswered, order processing slowed down, and employees who remained began experiencing burnout due to excessive responsibilities. Team morale dropped sharply—employees felt unsupported, frustrated, and unsure about the company's direction. Yet management had not acknowledged the severity of the issue. No steps were taken to understand the causes of turnover, hire replacements, or redistribute responsibilities effectively. The shortage continued to worsen, and the problem remained unresolved.

Questions :

1. How would you identify the root causes behind the high employee turnover in the company?
2. What immediate steps would you take to manage the staff shortage while long-term solutions are planned?
3. How would you design a recruitment and retention strategy to prevent such shortages in the future?