UPES
End Semester Examination, December 2024

Course: Strategic Human Resource Management   Semester: V
Program: BBA-SPZ-HRM   Time : 03 hrs.
Course Code: HRES3014P_3   Max. Marks: 100

Instructions: All questions are mandatory.

SECTION A
10Qx2M=20Marks

S. No.		Marks	CO
Q 1	What is Strategic Human Resource Management (SHRM)?	2	CO1
Q 2	Identify two features of SHRM.	2	CO1
Q 3	Mention any two benefits of SHRM.	2	CO1
Q 4	Explain the concept of aligning SHRM with organizational strategies.	2	CO1
Q 5	Define the Organizational Lifecycle Theory in the context of SHRM.	2	CO1
Q 6	_____ is the process of ensuring HR policies align with the overall goals of the organization.	2	CO1
Q 7	Name any two models of SHRM.	2	CO1
Q 8	State one key difference between traditional HRM and SHRM.	2	CO1
Q 9	_____ is an HR approach that focuses on long-term goals and overall strategy alignment.	2	CO1
Q 10	Mention one key driver of SHRM.	2	CO1

SECTION B
4Qx5M= 20 Marks

Q 11	Describe any two theories of SHRM and their relevance in strategic planning.	5	CO2
Q 12	Explain how SHRM benefits organizational change processes.	5	CO2
Q 13	Discuss any three key barriers to effective SHRM implementation.	5	CO2
Q 14	Describe the role of SHRM in developing and implementing a rewards structure in an organization.	5	CO2

	SECTION-C 3Qx10M=30 Marks		
Q 15	Explain the process of aligning SHRM with organizational vision, mission, and goals, providing relevant examples.	**10**	**CO3**
Q 16	Discuss the differences between the Harvard and P models of SHRM and their strategic implications.	**10**	**CO3**

Q 17	Tech Innovate Ltd., a rapidly growing IT solutions company, decided to revamp its HR strategy to keep up with market competition and foster innovation. Traditionally, HR was seen as an administrative function, focusing primarily on recruitment, payroll, and compliance. However, as the industry evolved, Tech Innovate recognized the need to align its human resources strategy with its broader business objectives.
	The new Strategic HRM initiative was designed with several key goals:
	    1. Align HR strategy with business objectives such as innovation, employee engagement, and customer-centricity.
	    2. Create a culture of continuous learning and development.
	    3. Implement a performance management system tied to company goals.
	    4. Enhance talent acquisition processes to attract top industry talent.
	Challenges quickly arose. Middle management resisted the changes, fearing a loss of autonomy. Employees were unsure about new expectations, and communication gaps led to confusion. Despite some progress, TechInnovate struggled to implement its SHRM strategy effectively.
	Questions:
	a) What are the key challenges TechInnovate Ltd. faces in implementing its SHRM initiative? How can these challenges impact the company's strategic goals?
	b) Suggest practical strategies that the HR team can implement to align HRM practices with business objectives, ensure buy-in from employees, and overcome resistance to change.
		10	**CO3**

	SECTION-D 2Qx15M= 30 Marks		
	A manufacturing company, AlphaTech, is undergoing a major transformation to adapt to Industry 4.0. This shift involves integrating advanced automation, AI, and data analytics into its production lines. While the business case for this transformation is clear—improved efficiency, cost savings, and enhanced innovation—employees are apprehensive about the impact on their roles, career prospects, and daily work. The HR leadership team is tasked with using SHRM strategies to drive this transformation, aligning people processes with the organizational goals of agility, innovation, and growth. Key challenges include managing employee resistance, reskilling and upskilling workers, and maintaining engagement during a period of significant change.		
Q 18	Identify and discuss the primary challenges that AlphaTech's HR team faces in aligning SHRM with the company's organizational transformation.	**15**	**CO3**

Q 19	Propose a comprehensive SHRM plan that includes strategies for change management, employee engagement, and continuous learning to support the transformation.	**15**	**CO3**