

IMBA in FM/HRPA/BM/BEM Sem.-9 Examination

BEM/HR/FM/MBA/H - 306

S.H.R.M.

Time : 2.30 Hours]

December-2025

[Max.Marks : 70

Q.1 ABC Ltd. spends 5% of its annual budget on employee training. The management, however, doubts the tangible benefits. As an HR manager, how would you justify this expense using the investment perspective of HRM? (14)

Q.2 Discuss the key features of SHRM that make it different from traditional HRM. Explain with example. (14)

Or

Q.2 Explain the approaches of SHRM with suitable examples. (14)

Q.3 Discuss how SHRP helps in identifying and bridging the skill gaps within an organization considering strategies use by organization to manage manpower shortage and surplus. (14)

Or

Q.3 What is the purpose of testing in the selection process? List different types of tests used in employee selection. (14)

Q.4 Discuss how performance data can be used for training and promotion decisions. (14)

Or

Q.4 What is voluntary separation? How does it differ from involuntary separation? What are the major costs associated with employee turnover? (14)

Q.5 **Recruitment Challenges at SmartTech Solutions** (14)

SmartTech Solutions, a fast-growing IT firm, aimed to recruit 100 skilled software developers within six months to meet rising project demands. The HR team implemented an aggressive recruitment and selection strategy including campus drives, online job fairs, and employee referrals. However, many new hires left within three months, citing mismatched job expectations and inadequate onboarding. The management is now questioning the alignment between recruitment strategy and long-term talent retention goals.

Questions:

1. How can SmartTech Solutions improve its recruitment and selection process to reduce early attrition?
2. What role does realistic job preview play in strategic hiring decisions?
