

MBA in BEPF/PP/EM Sem.-3 Examination

BHR/PHR/EHR - 306

SHRM

Time : 2.30 Hours]

December-2025

[Max.Marks : 70

Q.1 Assume a company spends heavily on leadership development programs. How can this expenditure be justified from an investment perspective? (14)

Q.2 Illustrate how organizational life cycle stages affect HR strategies. (14)

Or

Q.2 The HR Head at TechSolve Pvt. Ltd. is asked to support the company's new expansion strategy. What essential skills of HR can make him a true business partner in this situation. (14)

Q.3 Explain the process of HRP in brief. Also discuss the benefits and barriers of HRP process. (14)

Or

Q.3 A company introduced aptitude tests for hiring engineers but found no improvement in job performance. What could have gone wrong? (14)

Q.4 Discuss the major levels of Kirkpatrick's Model of training evaluation. (14)

Or

Q.4 Explain the importance of exit interviews in HR decision-making. (14)

Q.5 **Retention Dilemma at Alpha Manufacturing** (14)

Alpha Manufacturing faced high turnover among its middle managers, despite competitive pay. Exit interviews revealed issues such as limited career growth, poor communication with senior leaders, and lack of recognition. The HR team initiated retention strategies including career progression paths, mentoring programs, and flexible work policies. Within six months, engagement scores improved, but a few high-performing employees still left for competitors offering global exposure.

Questions:

1. What additional retention strategies could Alpha Manufacturing implement to retain top talent?
2. How can employee engagement and retention be aligned with the organization's long-term strategic goals?
