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IV Semester M.B.A.(Day & Evening) Degree Examination,
November/December-2025
MANAGEMENT
Strategic HRM
(CBCS Scheme 2019 Onwards)
Paper : 4.4.2

Time : 3 Hours **Maximum Marks : 70**

SECTION - A

Answer any Five questions from the following. Each question carries 5 marks.
(5×5=25)

1. Define Strategic Human Resource Management (SHRM) and explain how it differs from traditional HRM.
2. What is the role of HR in strategic planning? Give a suitable example.
3. Explain the concept of HRM in the knowledge economy with a brief example.
4. What do you mean by the VUCA environment? How does it affect HR strategies?
5. Define Strategic Fit Framework and its significance in HR systems.
6. Briefly explain outsourcing and offshoring as strategic HR decisions.
7. What are the barriers to implementing SHRM in organizations?

SECTION - B

Answer any Three questions from the following. Each question carries 10 marks.
(3×10=30)

8. Discuss the evolution of Strategic HRM and its growing importance in the modem business environment.
9. Explain how HR strategies can be linked with business strategies to create competitive advantage.
10. Critically analyse the relationship between SHRM practices and firm performance, citing examples of best practices.
11. Examine the strategic HR responses to mergers, acquisitions, and restructuring in the global context.

[P.T.O.

SECTION - C

12. (Compulsory) Case Study **(1×15=15)**

Strategic HR at Infosys- Balancing Talent and Transformation

Infosys, one of India's leading IT services companies, operates in a highly dynamic and competitive environment. With the rapid pace of digital transformation, automation, and client demands for innovative solutions, Infosys had to redesign its HR strategy to maintain its leadership in the knowledge economy.

The HR team shifted from traditional HR operations to a strategic partnership model-integrating HR with business planning and decision-making. The company focused on three strategic priorities:

I. **Talent Reskilling**: Upskilling 200,000 employees in digital, AI, and analytics to remain relevant.

II. **Performance Management Transformation**: Introducing a continuous feedback system instead of annual appraisals.

III. **Global Talent Mobility:** Encouraging cross-border assignments and flexible work policies.

Despite these initiatives, the organization faced barriers such as employee resistance to change, global compliance issues, and cost implications of large-scale reskilling programs.

a) Identify and explain the strategic HR initiatives undertaken by Infosys in response to a changing business environment.

b) How does the Infosys case reflect the principles of Strategic HRM investment perspective?

c) Discuss how HR's role as a strategic business partner is visible in this case.

d) Suggest measures to overcome the barriers to effective SHRM implementation in such global organizations.