Daffodil International University (DIU)
Faculty of Business and Entrepreneurship
Department of Business Administration
Program: BBA

Semester: Summer -2026
Time: **2.0** Hours
Course Title: **Strategic HRM**
Course Code: **0413-325**

Examination: **Final-term**
Full Marks: **40**
Section: **65 A**
Teacher's initials: DMM

Answer all of the following five questions (5 x 8)

1. Compare the outcomes of the resource-based view and the contingency perspective to determine what an organization risks if it strictly follows the former while completely ignoring the latter. 8 [CLO1; level 2] ✓

2. A retail chain experiences a sharp decline in customer satisfaction. To address this issue, the leadership team wants to organize a turnaround strategy using a Balanced Scorecard framework. Identify ways to cut the recruitment budget to instantly boost short-term corporate profitability. Plan and fund targeted customer service training tracks to improve order-fulfillment accuracy. 4+4 [CLO2; level 3]

3. An international logistics firm wants to plan an expansion into three new geographic markets. Before making a final decision, the executive board asks the Chief HR Officer (CHRO) to identify any human capital risks and develop a baseline analysis of labor costs and skill availability in those specific regions. At which stage of the strategy formulation process is the CHRO applying HR insights to help the board choose the best expansion route? 8 [CLO2; level 3]

4. Competency Gap Score:

i. A company rates an employee's current competency level and the future required level (both on a 1–10 scale) across 4 core competencies needed for an emerging role:

Competency	Current Level	Required (Future) Level
Technical Skill	4	8
Adaptability	5	9
Communication	6	8
Data Analysis	3	8

Analyze the average competency gap across all four competencies.
4 [CLO3; level 4]

ii. PAQ (Survey) Scoring Average

Using the Position Analysis Questionnaire (PAQ), 5 managers rate how critical "problem-solving" will be for a future role, on a scale of 1 (not important) to 5 (extremely important): Ratings: 5, 4, 4, 5, 3. Find the mean score and determine if it exceeds the "strategic priority threshold" of 3.8.
4 [CLO3; level 4]

5. Succession Readiness Ratio:

i. A department has 10 leadership roles expected to open over the next 5 years (based on environmental scanning of retirement trends). Currently, 6 high-potential employees have been identified as future-ready successors. Analyze the succession coverage ratio (as a percentage) and state whether it is adequate (target ≥ 70%). 4 [CLO3; level 4]

ii. Environmental Scanning: Trend Growth Rate - Environmental scanning shows that demand for "AI-related competencies" in a company's industry was rated at a competency-demand index of 35 last year and 52 this year. Analyze the percentage growth rate in demand. 4 [CLO3; level 4]