INTERNATIONAL CENTER OF LEADERSHIP AND ENTREPRENEURSHIP DEVELOPMENT (ICLED) BUSINESS SCHOOL

Strategic Human Resource Management Examination

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Instruction:

- Answer 5 questions in all.
- Each question carries **20 marks**.
- Support your answers with relevant examples.
- Write clearly and organize your ideas properly.

1. In your own words, explain what Strategic Human Resource Management (SHRM) means.
   Why is it important for organizations to align their HR practices with their overall business strategy?

2. Discuss how an effective recruitment and selection process can improve employee performance and organizational success.

3. Many organizations still treat training as a routine activity. Explain why training and development should be seen as a strategic function rather than just an operational task.

4. Performance appraisal is often misunderstood by employees. Describe the purpose of performance appraisal and analyze how it contributes to both employee growth and organizational growth.

5. A recent debate on social media suggests that many Nigerian youths do not meet the requirements for employability due to lack of competence, experience, professionalism and workplace readiness.
   As a HR manager, **analyze** the factors responsible for this employability challenges and **evaluate** how effective recruitment, and selection practices can be achieved to help address this problem.

6. Discuss the steps involved in designing an effective employee training and development programme.

7. Assume you are an HR manager in a growing company. Demonstrate how you would integrate recruitment, training, and performance management to achieve the company's long-term goals.

Marking Guide

Each answer should be graded based on:

- **Understanding of concept** – 5 marks
- **Depth of explanation** – 5 marks
- **Application/examples** – 5 marks
- **Clarity and organization** – 5 marks