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NOIDA INSTITUTE OF ENGINEERING AND TECHNOLOGY, GREATER NOIDA

(An Autonomous Institute Affiliated to AKTU, Lucknow)

MBA

SEM: IV - THEORY EXAMINATION (20..... - 20.....)

Subject: Strategic HRM

Time: 3 Hours

Max. Marks: 100

## General Instructions:

IMP: Verify that you have received the question paper with the correct course, code, branch etc.

1. This Question paper comprises of three Sections -A, B, &amp; C. It consists of Multiple Choice Questions (MCQ's) &amp; Subjective type questions.

2. Maximum marks for each question are indicated on right -hand side of each question.

3. Illustrate your answers with neat sketches wherever necessary.

4. Assume suitable data if necessary.

5. Preferably, write the answers in sequential order.

6. No sheet should be left blank. Any written material after a blank sheet will not be evaluated/checked.

**SECTION-A**

20

1. Attempt all parts:-

1-a. SHRM is proactive and \_\_\_\_ (CO1,K2)

1

- (a) transactional.
- (b) transformational
- (c) reactive
- (d) None of the above

1-b. A fit between HR strategy and the organization's business strategy is \_\_\_\_ Fit. (CO1,K2)

1

- (a) Vertical
- (b) Horizontal
- (c) Diagonal
- (d) Integrated

1-c. The non-cash benefits usually reserved for executives of organization are classified as- (CO2,K1)

1

- (a) Perks
- (b) Benefits
- (c) Incentives
- (d) Bonus plans

1-d. \_\_\_\_ is the percentage of employees who leave a company on their own accord. (CO2,K2)

1

- (a) Involuntary Turnover
  - (b) Voluntary Turnover
  - (c) Termination
  - (d) Layoffs
- 1-e. The HR strategies those fit cost leadership include \_\_\_\_\_. (CO3,K2) 1
- (a) enhancing labour productivity
  - (b) improving skills
  - (c) reducing movement time
  - (d) All of the above
- 1-f. The use of a \_\_\_\_\_ is an alternative to developing an individual person specification to describe the qualities and abilities employers are looking for in their employees. (CO3,K2) 1
- (a) Competency Framework
  - (b) Succession planning
  - (c) Outsourcing Strategy
  - (d) None of the above
- 1-g. The most critical HR issue for the success of the integration stage under Mergers and Acquisition is - (CO4,K2) 1
- (a) Cultural assessment
  - (b) Asset integration
  - (c) selection of the integration manager
  - (d) Team development
- 1-h. The aim of strategic resourcing is therefore to ensure that a firm achieves competitive advantage by- (CO4,K2) 1
- (a) efficient learning and development
  - (b) making good vision
  - (c) creating more wealth
  - (d) employing more capable people than its rivals
- 1-i. In global assignments, if the individuals are sent to perform some limited tasks and then return to their home country, it is called \_\_\_\_\_. (CO5,K2) 1
- (a) Functional assignments
  - (b) Technical Assignments
  - (c) Development assignments
  - (d) Transnational assignments
- 1-j. A firm should carefully look at its \_\_\_\_ and global marketing strategy in order to succeed. (CO5,K1) 1
- (a) Product positioning
  - (b) Liability
  - (c) Geographic expansion

(d) Diversifying markets

2. Attempt all parts:-

- 2.a. Define Functional Perspective of SHRM. (CO1,K2) 2
- 2.b. Write down the goals of a Strategic HRD. (CO2,K2) 2
- 2.c. Mention two outcomes of Employee engagement. (CO3,K4) 2
- 2.d. Define the role of HR in mergers and acquisitions. (CO4,K2) 2
- 2.e. Write down the functions of global HRM. (CO5,K2) 2

**SECTION-B**

30

3. Answer any five of the following:-

- 3-a. Discuss the contextual implications of SHRM. (CO1,K2) 6
- 3-b. Discuss HR as a strategic partner in SHRM.(CO1,K2) 6
- 3-c. Discuss the four Stages of HRD Framework. (CO2,K1) 6
- 3-d. Describe the HR metrics that can be measured. (CO2,K2) 6
- 3.e. Explain the benefits of Employee Engagement. (CO3,K4) 6
- 3.f. Define the key issues in HR regarding Mergers and Acquisitions. (CO4,K4) 6
- 3.g. Cite the important leadership traits in global HRM context. (CO5,K4) 6

**SECTION-C**

50

4. Answer any one of the following:-

- 4-a. Discuss the key HR plans that drive a company's success. Discuss How HR is a vital input to the strategic decision making process. (CO1,K4) 10
- 4-b. Enumerate the role of HR in building a competitive organisation with respect to Talent engagement and Competency development. (CO1,K2) 10

5. Answer any one of the following:-

- 5-a. You are a HR Manager of a company dealing with high end shoes segment. Most of the performance in the business is not strong enough when compared to competitors. The recruitment and selection costs are high so are the training and development. What according to you is the situation of training and development situation in the company. (CO2,K4) 10
- 5-b. Discuss the problems or challenges that need to be addressed before implementation of any new training practice. (CO2,K4) 10

6. Answer any one of the following:-

- 6-a. " The HR strategy is based on the organizational strategy." Elaborate this statement in detail. (CO3,K2) 10
- 6-b. Discuss some few best practices of employee engagement in the organisation. (CO3,K4) 10

7. Answer any one of the following:-

- 7-a. Describe the stages of Merger and Acquisition along with HR responsibilities during the different stages.(CO4,K2) 10

- 7-b. Explain the need and advantages of HR Outsourcing in SHRM. Support your answer with examples of global context. (CO4,K2) 10
8. Answer any one of the following:-
- 8-a. Discuss the implications of cross boundary working. In the international working context ,team working may be hampered by several factors. Discuss the factors. (CO5,K2) 10
- 8-b. "Good H.R. management in a multinational company comes down to getting the right people in the right jobs in the right places at the right times and at the right cost". What according to you are the issues and challenges of a multicultural organisation. (CO5,K4) 10

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