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NOIDA INSTITUTE OF ENGINEERING AND TECHNOLOGY, GREATER NOIDA
(An Autonomous Institute Affiliated to AKTU, Lucknow)

MBA

SEM: IV - THEORY EXAMINATION (2025 - 2026)

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, & C**. It consists of Multiple Choice Questions (MCQ's) & 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:-

- (1.1) SHRM is proactive and ____ (CO1, K1) 1
- (a) transactional.
- (b) transformational
- (c) reactive
- (d) None of the above
- (1.2) Competitive edge comes from the _____ of people. (CO1, K1) 1
- (a) Competency
- (b) Efforts
- (c) Quality
- (d) Hard work
- (1.3) Three elements of High performance work teams are _____. (CO2, K1) 1
- (a) High commitment
- (b) High involvement
- (c) High performance
- (d) All of the above
- (1.4) _____management are key drivers behind a particular SHRD initiative. (CO2, K1) 1
- (a) Functional Level
- (b) Lower level
- (c) Middle Level
- (d) Top Level
- (1.5) The HR strategies those fit product differentiation include _____. (CO3,K2) 1

- (a) developing organisation
 - (b) Creativity and Innovation
 - (c) empowering the employees
 - (d) All of the above
- (1.6) The cognitive domain hierarchy of learning starts with _____. (CO3, K1) 1
- (a) Knowledge
 - (b) receiving
 - (c) Perception
 - (d) Motivation
- (1.7) The most critical HR issue for the success of the integration stage under Mergers and Acquisition is _____. (CO4, K1) 1
- (a) Cultural assessment
 - (b) Asset integration
 - (c) selection of the integration manager
 - (d) Team development
- (1.8) A ____ harnesses the collective knowledge of the organization, leading to better operational efficiencies. (CO4, K1) 1
- (a) Talent Management System
 - (b) Human Resource Information
 - (c) knowledge management system
 - (d) None of the above
- (1.9) Leaders use _____ to create a sustainable competitive advantage for their organization. (CO5, K1) 1
- (a) Ineffective strategy
 - (b) Effective strategy
 - (c) Papers
 - (d) Strategy
- (1.10) The kind of organization which have integrated worldwide corporate units in different countries is classified as _____. (CO5, K1) 1
- (a) alliance enterprise
 - (b) global enterprise
 - (c) multinational
 - (d) Independent enterprise

2. Attempt all parts:-

- (2.1) Define Corporate Strategy. (CO1, K1) 2
- (2.2) State two methods of Employee Separation. (CO2, K1) 2
- (2.3) List two benefits of employee engagement. (CO3, K1) 2
- (2.4) Define knowledge diffusion. (CO4, K1) 2
- (2.5) Mention two factors in expatriation selection. (CO5, K1) 2

SECTION-B

30

Answer any one of the following:-

(3.1)	Describe the role of HR being a "Change Agent" in the competitive environment of business. (CO1, K2)	6
(3.2)	Differentiate between best fit and best practice in Strategic HRM. (CO1, K4)	6
Answer any one of the following:-		
(3.3)	Discuss two theoretical models of Strategic Human Resource Development. (CO2, K2)	6
(3.4)	Define High Performance Work Systems. Discuss the essential elements of High Performance Work Systems. (CO2, K2)	6
Answer any one of the following:-		
(3.5)	Explain the four-way approach of functional HR strategy. (CO3, K2)	6
(3.6)	Discuss the role of HR strategy in organization vision and mission. (CO3, K2)	6
Answer any one of the following:-		
(3.7)	Explain the approaches of Strategic Industrial Relations. (CO4, K2)	6
(3.8)	Discuss the factors of knowledge influences. (CO4, K2)	6
Answer any one of the following:-		
(3.9)	Explain the features of global HRM. (CO5, K2)	6
(3.10)	Discuss the different types of International Employees. (CO5, K2)	6
SECTION-C		50
4. Answer any <u>one</u> of the following:-		
(4.1)	Assume the position of a consultant hired to assess the approach towards human resources management taken by a client organisation. Which factors you might evaluate whether an organization uses a traditional or strategic approach to managing its human resources. (CO1, K2)	10
(4.2)	Traditionally HR has been termed as a cost centre . Strategically it is a profit centre- Justify and prove it various examples.(CO1, K5)	10
5. Answer any <u>one</u> of the following:-		
(5.1)	Discuss the steps in developing a training and development strategy in alignment with corporate strategy. (CO2, K2)	10
(5.2)	The metrics of training are important to evaluate the effectiveness of training. Describe some common metrics that can be used in training. (CO2, K2)	10
6. Answer any <u>one</u> of the following:-		
(6.1)	Work itself and work environment are the two very important aspects to be analysed for employee engagement. Highlight some engagement strategies for high employee commitment. (CO3,K2)	10
(6.2)	"Leaders set the tone for the organisation". In context of this statement how do you think Leadership enhances employee engagement. (CO3, K2)	10
7. Answer any <u>one</u> of the following:-		
(7.1)	Discuss the Need of HR Outsourcing in today's competitive environment. (CO4, K2)	10
(7.2)	"Knowledge management is concerned with both stocks and flows of knowledge".Elaborate the above statement in context of importance of Knowledge management. (CO4, K2)	10

8. Answer any one of the following:-

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| (8.1) | 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 |
| (8.2) | Explain how to create Cross-Cultural Competency and Leadership in global HRM. (CO5, K2) | 10 |

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