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

MBA IEV

SEM: III - 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

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1. Attempt all parts:-

- 1-a. The primary objective of Strategic Human Resource Management (SHRM) is to:(CO1, K1) 1
- (a) Manage employee payroll and benefits
- (b) Align human resource practices with strategic organizational goals
- (c) Handle day-to-day employee grievances
- (d) Focus solely on legal compliance in hiring
- 1-b. SHRM is best described as an approach that: (CO1, K2) 1
- (a) Is separate from the overall business strategy
- (b) Focuses only on short-term operational HR needs
- (c) Integrates HR strategies with business strategies
- (d) Primarily deals with union negotiations
- 1-c. Workforce diversity as a challenge in SHRM primarily refers to:(CO2, K1) 1
- (a) Having employees from the same background
- (b) A decrease in the total number of employees
- (c) Differences among employees in age, gender, ethnicity, and other attributes
- (d) Uniform skill sets across the organization
- 1-d. A primary impact of effective Strategic HRM on an organization is:(CO2, K2) 1
- (a) The creation of a sustainable competitive advantage
- (b) An immediate reduction in all operational costs
- (c) Guaranteed product innovation
- (d) The elimination of all employee turnover

- 1-e. An HR Strategy is best defined as a:(CO3, K1) 1
- (a) A list of daily administrative tasks for the HR department
 - (b) A long-term plan for managing human capital to achieve business objectives
 - (c) A template for writing job descriptions
 - (d) The annual budget for employee salaries
- 1-f. A core component of Strategic HRM is:(CO3, K1) 1
- (a) Isolating the HR function from other departments
 - (b) Focusing exclusively on cost reduction in HR processes
 - (c) The alignment of HR systems with organizational strategy
 - (d) Maintaining traditional personnel practices
- 1-g. Strategic Knowledge Management (SKM) is primarily concerned with:(CO4, K1) 1
- (a) Managing the IT infrastructure of an organization
 - (b) Systematically capturing, sharing, and leveraging knowledge to achieve strategic goals
 - (c) Recording minutes of all meetings
 - (d) Storing physical documents in archives
- 1-h. Knowledge sharing becomes a core competency when an organization:(CO4, K2) 1
- (a) Restricts access to information to a select few
 - (b) Relies solely on formal training programs
 - (c) Instills a culture where sharing knowledge is a natural and valued behavior
 - (d) Uses only written manuals for communication
- 1-i. Global Human Resource Management (GHRM) is primarily concerned with:(CO5, K1) 1
- (a) Managing HR in a single country
 - (b) Managing HR activities in an international context and across multiple countries
 - (c) Managing HR for domestic companies only
 - (d) Managing HR for non-profit organizations
- 1-j. A key difference between global HRM and domestic HRM is that global HRM must deal with: (CO5, K2) 1
- (a) Uniform labor laws across all locations
 - (b) A single currency for compensation
 - (c) Greater complexity due to cultural, legal, and economic differences
 - (d) Identical employee benefits worldwide
2. Attempt all parts:-
- 2.a. Define Strategic Human Resource Management (SHRM).(CO1, K1) 2
- 2.b. State one challenge associated with managing a demographically changing workforce.(CO2, K1) 2
- 2.c. List two types of HR strategies based on their organizational level.(CO3, K1) 2
- 2.d. Name the three stages in the three-stage model of M&A.(CO4, K1) 2
- 2.e. Differentiate between an ethnocentric and a geocentric staffing policy.(CO5, K2) 2

SECTION-B

30

3. Attempt all parts:-
- 3.a. Answer any one of the following:-
- 3.a.(i) Describe the conceptual framework of Strategic Human Resource Management. (CO1, K2) 6
- 3.a.(ii) Discuss the evolution and development of SHRM from traditional personnel management. (CO1, K2) 6
- 3.b. Answer any one of the following:-
- 3.b.(i) Explain how demographic changes, such as a multi-generational workforce, impact SHRM practices.(CO2, K2) 6
- 3.b.(ii) Discuss the process of strategic staffing and how it differs from traditional staffing.(CO2, K2) 6
- 3.c. Answer any one of the following:-
- 3.c.(i) Illustrate how effective HR strategies can lead to improved business performance.(CO3, K2) 6
- 3.c.(ii) Outline the five disciplines of a Learning Organization as defined by Peter Senge.(CO3, K2) 6
- 3.d. Answer any one of the following:-
- 3.d.(i) Describe the challenges of converting tacit knowledge into explicit knowledge. (CO4, K2) 6
- 3.d.(ii) Explain the concept of "survivor syndrome" and its impact on organizational performance post-restructuring.(CO4, K3) 6
- 3.e. Answer any one of the following:-
- 3.e.(i) Describe the scope and key activities of Global Human Resource Management.(CO5, K2) 6
- 3.e.(ii) Explain the major differences between global HRM and domestic HRM.(CO5, K2) 6
- SECTION-C** 50
4. Answer any one of the following:-
- 4-a. Design a metrics and analytics framework to measure the contribution of SHRM to organizational performance.(CO1, K6) 10
- 4-b. Conduct a SWOT analysis of the SHRM function in a contemporary organization of your choice.(CO1, K4) 10
5. Answer any one of the following:-
- 5-a. "A strategic-oriented compensation system is more than just pay." Discuss this statement, explaining its various components and strategic intent.(CO2, K4) 10
- 5-b. Analyze the role of Strategic Human Resource Development (HRD) in building organizational capabilities and preparing for future challenges.(CO2, K4) 10
6. Answer any one of the following:-
- 6-a. "A Learning Organization is a prerequisite for sustainable competitive advantage." Discuss this statement in detail.(CO3, K4) 10
- 6-b. How can organizations effectively measure both employee engagement and the return on investment (ROI) of their engagement initiatives?(CO3, K4) 10
7. Answer any one of the following:-

- 7-a. "In the knowledge economy, the ability to manage knowledge is the ultimate competitive advantage." Discuss this statement in detail.(CO4, K4) 10
- 7-b. As a Chief Knowledge Officer, design a comprehensive Strategic Knowledge Management plan for a global consulting firm.(CO4, K6) 10
8. Answer any one of the following:-
- 8-a. Discuss the ethical dilemmas and corporate social responsibilities faced by HR managers in multinational corporations operating across diverse legal and cultural environments. (CO5, K4) 10
- 8-b. As the Global HR Head of a company entering the Southeast Asian market for the first time, design a comprehensive staffing and training strategy.(CO5, K6) 10

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