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Subject Code:- AMBAHR0412

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NOIDA INSTITUTE OF ENGINEERING AND TECHNOLOGY, GREATER NOIDA

(An Autonomous Institute Affiliated to AKTU, Lucknow)

MBA

SEM: IV - THEORY EXAMINATION (2022-2023)

Subject: Strategic Human Resource Management

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-a. SHRM Considers people as a strategic resource for attaining _____. (CO1) 1
- (a) Organizational Goal
- (b) Organizational objectives
- (c) Competitive advantage
- (d) Top position in the market
- 1-b. _____ is a comprehensive plan for accomplishing the organisation's mission. 1
- (CO1)
- (a) Strategy
- (b) Objectives
- (c) Goals
- (d) Tactics
- 1-c. The benefit of Training need assessment is _____. (CO2) 1
- (a) Assessment makes training department more accountable
- (b) Higher training costs

- (c) Loss of business
- (d) Increased overtime working
- 1-d. Analyzing and identifying specific skills, needed for specific job is called _____. 1
(CO2)
- (a) Need analysis
- (b) Task analysis
- (c) Competency model
- (d) None
- 1-e. Psychological contracts come under _____. (CO3) 1
- (a) Human capital pool
- (b) Employee relationship and behaviour
- (c) People management practices
- (d) None
- 1-f. The concept of _____ defines functional strategies in terms of their capability 1
to contribute to the creation of a strategic advantage for the organization.
(CO3)
- (a) Vertical Fit
- (b) Horizontal fit
- (c) Resource Fit
- (d) None
- 1-g. _____ knowledge refers to the knowledge, skills, and abilities an individual 1
gains through experience that is often difficult to put into words or otherwise
communicate. (CO4)
- (a) Explicit Knowledge
- (b) Tacit Knowledge
- (c) Experiential Knowledge
- (d) Implicit Knowledge
- 1-h. _____ is the combination of two companies to form one new company. (CO4) 1
- (a) Merger
- (b) Acquisition
- (c) Takeover
- (d) Joint Venture
- 1-i. Standardization of the HR practices to manage localized operations provides 1
_____. (CO5)

- (a) Better vision and mission
- (b) Systematic amendments
- (c) Sustainable competitive advantage
- (d) None of the above

- 1-j. An employee who is working in a different country but his original country of birth is same as the company's headquarters is called _____. (CO5) 1
- (a) Parent country nationals
 - (b) Host country nationals
 - (c) Third Country Nationals
 - (d) None of the above

2. Attempt all parts:-

- 2.a. Define VRIO network. (CO1) 2
- 2.b. Mention the factors making an impact through SHRM on performance. (CO2) 2
- 2.c. Discuss Four-way approach of Functional HR Strategy. (CO3) 2
- 2.d. Define the pluralistic approach of Industrial relations. (CO4) 2
- 2.e. Enlist some traits of a Cross cultural leader. (CO5) 2

SECTION B

30

3. Answer any five of the following:-

- 3-a. Discuss the Michigan model of SHRM. (CO1) 6
- 3-b. Discuss the objectives and features of SHRM. (CO1) 6
- 3-c. Discuss about the outcomes and advantages of Strategic Training. (CO2) 6
- 3-d. Discuss the new HRD initiatives undertaken by organizations globally. (CO2) 6
- 3.e. Analyze some major HR issues and challenges in developing HR strategies. (CO3) 6
- 3.f. Define the key issues in HR regarding Mergers and Acquisitions. (CO4) 6
- 3.g. Discuss the factors in successful expatriation assignment. (CO5) 6

SECTION C

50

4. Answer any one of the following:-

- 4-a. Enumerate the role of HR in building a competitive organisation with respect to Talent engagement and Competency development. (CO1) 10
- 4-b. "HR managers have to be metaphors of Change Agent". Do you agree with this statement. Explain with suitable examples. (CO1) 10

5. Answer any one of the following:-

- 5-a. Discuss in detail the various components of Executive compensation. (CO2) 10
- 5-b. Discuss the importance and steps in developing a training and development strategy in alignment with corporate strategy. (CO2) 10

6. Answer any one of the following:-

- 6-a. Comment on the following situations and their linkage with HR strategy: 10
a) Achieve competitive advantage through Innovation .b) Achieve competitive advantage through cost leadership. (CO3)
- 6-b. In your role of HR professional you need to convince your business partners of the benefits of employee engagement to the organisation. Thinking about your business partners, discuss what will they perceive as the key organisational benefits of employee engagement. (CO3) 10

7. Answer any one of the following:-

- 7-a. Explain the different approaches of Strategic Industrial relations. (CO4) 10
- 7-b. Explain the need and advantages of HR Outsourcing in SHRM. Support your answer with examples of global context. (CO4) 10

8. Answer any one of the following:-

- 8-a. Explain the various readjustment challenges during Global HRM. (CO5) 10
- 8-b. Elaborate the major tasks in HR strategy planning adopted by organizations that operate internationally in order to formulate an effective global strategy. (CO5) 10