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End Semester Examination 2022

Name of the Program: Master of Business Administration

Semester: IV

Paper Name: Strategic Human Resource Management (MB403H2)

Time: 3 hours

MM: 100

Fill in the blanks

(10 MARKS)

1. ----- knowledge is embedded in policies, procedures, organizational routines.
2. Knowing how to decide what to do and when within the workplace is referred to as -----.
3. Human resources contribute to a sustained ----- advantage for an organization when they are valuable, non-tradable, non-imitable, and non-sustainable.
4. ----- emphasizes on the activity counts while integrating HR into business performance measurement.
5. The ----- is the latest perspective in representation of evolution of human resources as a strategic asset.

True or False

6. There should be a fit between HR strategy and all of the HR activities.
7. The life cycle of business is- start up, maturity, degeneration and transformation.
8. Investment perspective of HRM considers human resources as a cost to the organization.
9. High performance work practices ensure attracting high-end talent for the success of the organization.
10. Personal credibility is not a classification of HR competencies.

Section-B

Note: Answer all the questions by choosing any two of the sub questions from a, b, c & question 'd' is compulsory.

Q2	10X2=20 marks
a)	Differentiate among multinational, transnational, and global corporations with examples. Elucidate how HR contributes to strategy formulation in such corporations.
b)	What HR strategies for employee shortages and surpluses in organizations can be adopted?
c)	Cross-training of employees has many benefits for organizations and employees, improving organizational performance and helping companies prepare for both the expected and the unexpected. Explain the term cross-training and discuss three advantages. Also differentiate between cross-training and flexible work arrangement.
d)	<p>Compulsory Case (10 marks)</p> <p>'Be Fit' is a health and fitness start-up in India. It is a mobile app that gives specialized diet meal plans & gym workout plans, which are personalized for every client who focuses on losing weight, getting the best body shape, and leading a healthy and physically-fit lifestyle. The first three months are a free-trial, after which they charge for their premier services. 'Brahmi' is a company that manufactures health drinks and supplements. With more than 1000 employees, the company is internally focused and has been in the same business for more than three decades. It is concerned with cost-cutting, controlling compensation and process improvement and favors strategies that encourage its continuity in domain of health supplements.</p> <ol style="list-style-type: none"> i. Identify the business strategy and lifecycle stage of the two companies. ii. Analyze the case from the 'fit' perspective of Strategic Human Resource Management.

	mentioning clearly the horizontal fit and vertical fit as applicable in this case. iii. Recommend three HR strategies assuming you are the HR Manager.	
Q3		10X2=20 marks
a)	How does HR strategy influence and create value in an organization?	
b)	In March 2022, PHD Chamber of Commerce and Industry organized an 'Employee's Training And Development Session' to foster contemporary leadership capabilities. Keeping the context of strategic HRM, justify the role of training and development in organizational strategy. Describe the process of strategic training and development.	
c)	What are the components of high performance work systems? Explain in detail.	
d)	<p>Compulsory Case (10 marks)</p> <p>A useful way to frame our thinking about the 'skills' development associated with becoming an effective knowledge worker, including the development of significant dispositional knowledge, is an adaptation of Johari Window.</p> <p>Joseph and Harry Ingham developed the Johari Window as a model to facilitate improved interpersonal communication between individuals or groups. The idea behind the model is that interpersonal and inter-group exchanges are based on knowledge shared, partly shared or not shared at all simply because neither of us know it.</p> <ol style="list-style-type: none"> Adapting this model, come up with the representation on the necessary skills development of knowledge workers. Also show communication patterns and tasks within a developing knowledge organization. 	
Q4		10X2=20 marks
a)	"Investing in HR system refinement leads to improved organizational outcome". In the light of this statement, throw some light on HR Systems.	
b)	Describe the following four measurements of HR Scorecard: HR policies, processes and practices; HR deliverables; HR system alignment; and HR efficiency by giving a clear example.	
c)	The world is now gradually moving from work from home to work from anywhere culture. This has rolled out the concept of virtual workforce quite significantly. In light of this statement, evaluate two challenges and two facilitators of virtual workforce in SHRM.	
d)	<p>Compulsory Case (10 marks)</p> <p>General Electric Company or GE was incorporated in 1876, in Schenectady, New York. GE traces its beginning by Thomas Edison, who established Edison Electric Light Company 1878. In 1892, GE was created by merger of Edison General Electric and Thomas-Houston Electric Company. GE is a technology, media and finance services company. It is a multinational conglomerate headquartered in Fairfield. Nowadays, GE serves customers in more than 100 countries and has more than 323000 employees around the world. GE is a divisional company. In a divisional structure are more decentralized, each division has its own senior management teams. Each of GE's division has its own president and CEO, who in turn has vice president. Based on divisional structure, GE can easily contain a product or service structure within it.</p> <ol style="list-style-type: none"> Evaluate HR implications of the divisionalized control of GE. Explain any two advantages and two disadvantages of a divisionalized company. 	