



IV Semester M.B.A. (Day & Eve.) Examination, November/December 2023
(CBCS) (2022 – 23 and Onwards)

MANAGEMENT

4.4.1 : Strategic HRM (Human Resources)

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions from the following. **Each** question carries **5** marks.

(5×5=25)

1. Describe the investment perspective of SHRM.
2. What are the various components of reward system ?
3. What are the HR issues in Outsourcing ?
4. Differentiate between Domestic and International labour market.
5. Explain HR bundles approach.
6. Explain the barriers of Strategic HR.
7. What are the different types of Downsizing Strategies ?

SECTION – B

Answer **any three** questions from the following. **Each** question carries **10** marks.

(3×10=30)

8. Describe the process of HRP.
9. What is Matrix Structure and what are the advantages and disadvantages ?
10. Describe the stages involved in Merger and Acquisition.
11. Discuss the various strategic Management Frameworks.



SECTION – C

12. **Compulsory** Case study.

(1×15=15)

After a meeting with the operations manager of your organisation, you close the door to your office so you can think of strategies to resolve an issue that has come up. The operations manager casually mentioned he had just finished a performance review of one of his employees and offered the employee a large raise because of all the hours the employee was putting in. The raise was equal to 11 percent of the employee's salary. The operations manager, being new both to the company and to a union shop, wasn't aware of the contract agreement surrounding pay increases. An employee must receive a minimum of a 2 percent pay increase per year and a maximum of 6 percent year based on the contract. You worry that if the union gets wind of this, everyone at that employee's pay level may file a grievance asking for the same pay raise. Of course, the challenge is that the manager already told this person he would be receiving the 11 percent raise. You know you need to act fast to remedy this situation.

- a) As an HR professional, what should you have done initially to prevent this issue from happening ?
- b) Outline a specific strategy to implement stating how you will prevent this from happening in the future.
- c) What would you do about the 11 percent pay raise that was already promised to the employee ?
- d) If the union files a grievance, what type of grievance do you think it would be ? Provide reason for your answer.