

Enrollment No.....



Faculty of Management Studies
End Sem (Even) Examination May-2022
MS5EH06 Strategic HRM

Programme: MBA

Branch/Specialisation: Management / HR

Duration: 3 Hrs.**Maximum Marks: 60**

Note: All questions are compulsory. Internal choices, if any, are indicated. Answers of Q.1 (MCQs) should be written in full instead of only a, b, c or d.

- Q.1 i. For a variety of reasons, many organizations are not adopting SHRM. 1
Which of the following is not a barrier to SHRM?
(a) Lack of technical knowledge
(b) Lack of strategic perspective
(c) Difficulty in quantifying
(d) Focus on long-term performance
- ii. SHRM is the process of linking HR practices to 1
(a) Marketing (b) HRM
(c) Business Strategy (d) Finance
- iii. Model of best practice helps to understand the relationship between 1
human resources and.....
(a) Strategy (b) Planning (c) Staffing (d) Organizing
- iv. Which strategy is followed by Vishal Mega Mart? 1
(a) Cost leadership (b) Focus
(c) Differentiation (d) None of these
- v. Functional HR strategies include 1
(a) Marketing (b) Finance
(c) Both (a) and (b) (d) None of these
- vi. Quality goals require alignment with 1
(a) Human Resource (b) Purchase
(c) Production (d) None of these

P.T.O.

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vii.	Which of the following analyzes the areas of development and makes an assessment of the employee's strengths and weaknesses in his/her job? (a) Human capital accounting (b) Performance management system (c) Total quality management (d) Employee information system	1
viii.	Which of the following terms refer to rewards and compensation that aims to align organizational goals with the compensation system? (a) Base pay (b) Commission system (c) New pay (d) Combination plan	1
ix.	Which of the following terms refer to the process of making people redundant at all hierarchical levels? (a) Turnover (b) Downsizing (c) Restructuring (d) Outsourcing	1
x.	What are the elements of Strategic options? (a) Mergers and acquisitions (b) Downsizing (c) Outsourcing (d) All of these	1
Q.2	i. Explain the concept of SHRM investment. ii. Discuss the Evolution of SHRM.	3 5
OR	iii. Distinguish between Strategic HR verses Traditional HR.	5
Q.3	i. What do you mean by HR Bundles approach? ii. Explain the best practice approach, with suitable examples.	3 5
OR	iii. How HRM and firm performance is linked? Elaborate.	5
Q.4	i. Discuss the role of Strategic HRM. ii. What are the main functional HR strategies? Discuss in detail.	3 5
OR	iii. How can you improve business performance through Strategic HRM?	5
Q.5	i. What are the implementations of Strategic HRM? ii. How SHRM is implemented in reward and compensation systems?	3 5
OR	iii. Explain the career development system of Strategic HRM.	5

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Q.6	Write short notes on any two: i. Downsizing and restructuring ii. Domestic and International labour market iii. HR issues in Global Assignments	4 4 4
Q.7	Case Study Mr. Rao has recently been deputed from a large public sector manufacturing firm to head the HR department of a national airline. He does not have prior experience in the airline industry. However, he has extensive experience as an HR person and has high levels of functional expertise. He has proved himself by successfully aligning HRM with the strategic objectives of the organization in his parent firm. The national airline has lost its monopoly with the entry of private players in the airline industry. As the head of HR, Mr. Rao feels that the national airline has failed to align its strategy around its distinctive competencies. Mr. Rao has resolved to bring up this issue in a meeting with the top management and highlight the need to build business strategy around the distinctive competencies of the firm. Questions: (a) Why Mr. Rao wants to align HRM with strategic objectives of the organization? (b) As a HR manager, how do you bring and highlight this issue of aligning HRM with organizational strategy in a meeting with the top management?	10

Marking Scheme
MS5EH06 Strategic HRM

Q.1	i.	For a variety of reasons, many organizations are not adopting SHRM. Which of the following is not a barrier to SHRM? (d) Focus on long-term performance	1
	ii.	SHRM is the process of linking HR practices to (c) Business Strategy	1
	iii.	Model of best practice helps to understand the relationship between human resources and..... (a) Strategy	1
	iv.	Which strategy is followed by Vishal Mega Mart? (a) Cost leadership	1
	v.	Functional HR strategies include (c) Both (a) and (b)	1
	vi.	Quality goals require alignment with (a) Human Resource	1
	vii.	Which of the following analyzes the areas of development and makes an assessment of the employee's strengths and weaknesses in his/her job? (b) Performance management system	1
	viii.	Which of the following terms refer to rewards and compensation that aims to align organizational goals with the compensation system? (c) New pay	1
	ix.	Which of the following terms refer to the process of making people redundant at all hierarchical levels? (b) Downsizing	1
	x.	What are the elements of Strategic options? (d) All of these	1
Q.2	i.	Concept of SHRM investment.	3
	ii.	Evolution of SHRM. As per the explanation	5
OR	iii.	Any five differences Strategic HR verses Traditional HR. 1 mark for each (1 mark * 5)	5
Q.3	i.	HR Bundles approach As per explanation	3

	ii.	Best practice approach Any one example	3 marks 2 marks	5
OR	iii.	Linkage b/w HRM and firm performance		5
Q.4	i.	Any three role of Strategic HRM. 1 mark for each (1 mark * 3)		3
	ii.	Main functional HR strategies As per the explanation		5
OR	iii.	Any four idea for improving business performance through Strategic HRM 1 mark for each (1 mark * 4)		5
Q.5	i.	Any three implementations of Strategic HRM 1 mark for each (1 mark * 3)		3
	ii.	SHRM is implemented in reward and compensation systems As per the explanation		5
OR	iii.	Career development system of Strategic HRM. As per the explanation		5
Q.6		Write short notes on any two:		
	i.	Downsizing and restructuring As per the explanation		4
	ii.	Domestic and International labour market As per the explanation		4
	iii.	HR issues in Global Assignments As per the explanation		4
Q.7		Case Study Questions: (a) Why Mr. Rao wants to align HRM with strategic objectives of the organization 5 marks (b) As a HR manager, how do you bring and highlight this issue of aligning HRM with organizational strategy in a meeting with the top management 5 marks		10
