

# MBA Degree (FT) III Semester University End Semester Examination- November 2023

21.371-0341: STRATEGIC HUMAN RESOURCE MANAGEMENT ✓

(Regular and Supplementary)

Time: 3 Hours

Max Marks: 50

**Course Outcomes:** On completion of the course, the student will be able to:-

CO1	Facilitate the student in remembering fundamental concepts related to Strategic Human Resource Management such as organizational wealth, framework of HR strategy, strategic change and balanced scorecard
CO2	Empower the students to understand complex ideas in Strategic Human Resource Management to make them ready for application in real life business scenarios.
CO3	Build application skills in Strategic Human Resource Management to build a future ready, competent and diverse workforce.
CO4	Provide the skills to analyze and identify various Strategic Human Resource Management related issues affecting day to day business faced by the organization and solve them.
CO5	To help the students in developing the skill to assess the impact of relevant Strategic Human Resource Management interventions that facilitate futuristic business strategies.
CO6	Create inventive ways to develop and share innovative Strategic Human Resource Management practices for future business enhancement.

**BL – Bloom’s Taxonomy:**(L1- Remember, L2 - Understand, L3 – Apply, L4-Analyse, L5-Evaluate, L6-Create)

## PART A

(Answer ALL questions. Each question carries 2 marks)

Q No.	Questions	Marks	BL	CO
1	List the building blocks of Business Model Canvas.	2	1	1
2	Describe <i>organisational capital</i> .	2	2	2
3	Explain the codification approach to managing explicit knowledge.	2	2	1
4	Describe the Harvard model of HR.	2	1	1
5	Explain appreciative Inquiry as an OD technique.	2	2	2

(5X2=10 marks)

## PART B

(Answer ANY FIVE Questions. Each question carries 4 marks)

Q No.	Questions	Marks	BL	CO
6	Assess how organizations can establish a strategic role for HR so that HR is integrated into the business-performance measurement system.	4	3	3
7	“Consistency and alignment with other HR strategies are the most important requirement for an effective reward strategy”, Analyse.	4	3	3
8	“High Performance Work Systems leads to competitive advantages by improving performance through people”, Applying the HPWS concept, assess how people can be a source of competitive advantage for firms.	4	4	4
9	Employing any Talent Management Model, show how talent management is central to strategic HRM to ensure superior business performance in a competitive landscape.	4	4	4

10	Several companies provide avenues for professional development and higher education to their employees as part of employee engagement initiatives. Assess these initiatives and identify the challenges and risks involved from the perspective of human capital management perspective.	4	4	4
11	ABC Tech is a large technology product company which is pursuing differentiation strategy based on product leadership. Apply HR Scorecard framework and show how HR deliverables contribute value to the business strategy.	4	4	4
12	The role of HR Business Partner is constantly evolving due to the emerging shifts in data-driven decision-making, employee experience, talent management, and other strategically relevant areas in HR. Analyse the potential challenges in the application of the strategic HR Business Partner model in the present business context.	4	3	3

(5X4=20 marks)

**PART C**

(Answer ANY TWO questions. Each question carries 10 marks)

Q No.	Questions	Marks	BL	CO
13	Evaluate the applicability and effectiveness of Lewin's three-step model in the dynamic context of strategic HRM. Consider the complexities of managing change across diverse teams and cultural settings. Evaluate how the model addresses resistance to change and fosters employee engagement during the process. Provide real-world examples or case studies that illustrate the successful application or potential limitations of Lewin's Change Management Model in strategic HRM. Finally, propose additional strategies or modifications to the model that could enhance its effectiveness in the contemporary global business environment."	10	6	6
14	Assuming the role of Head of strategic HR, develop a framework for strategic HR that integrates resourcing strategy with the business strategy of the firm that is following cost-leadership. Justify your strategy by explaining how it aligns with organizational goals and contributes to the overall wealth of the organization from an HR perspective.	10	6	6
15	"As an HR consultant, you have been engaged by a growing technology company, Tech Solutions Ltd., to evaluate the implementation of the Balanced Scorecard in their strategic HRM practices. The company aims to align HR strategies with its overall business objectives. Evaluate the effectiveness of the Balanced Scorecard as a strategic management tool for HR professionals in the specific context of Tec Solutions Ltd. Provide recommendations on how the Balanced Scorecard can be tailored to address HR-specific challenges and contribute to the achievement of organizational objectives. Support your evaluation with examples and highlight any potential challenges or limitations the company might face in implementing the Balanced Scorecard in its HRM strategy."	10	5	5

(2x10=20 marks)

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