

Roll No.

Total No. of Pages : 03

Total No. of Questions :10

MBA (Sem.-4)
STRATEGIC HUMAN RESOURCE MANAGEMENT

Subject Code : MBA-934-18

M.Code :77817

Date of Examination:16-12-2025

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTIONS-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.

SECTION-A

1. Write short notes on :

- a) Explain 'HR as a Strategic Partner'.
- b) What do you mean by Best Fit Approach?
- c) Strategic Executive Appraisal vs. Traditional Executive Appraisal
- d) What is the role of training and development in the strategic HR?
- e) Why is talent management critical for HR strategy?
- f) What leadership style is most effective in driving strategic change?
- g) What is culture shock and why is it a challenge for expatriates?
- h) What is the geocentric staffing approach?

SECTION - B

UNIT-I

2. ***"Strategic HRM involves integrating HR practices with the organization's long-term goals, whereas traditional HRM focuses primarily on day-to-day administrative activities."*** Discuss the validity of this statement and provide the detailed comparison between strategic HRM and traditional approaches.
3. Analyze how national, sectoral and organizational contexts influence HR strategy and practices? Provide real-world examples for each context.

UNIT-II

4. ***"Retrenchment and downsizing strategies, while sometimes necessary, can have significant negative effects on employee morale and organizational culture."*** Discuss this statement, examining the strategic implications of retrenchment and downsizing and how HR can manage these processes effectively?
5. Explore how a well-designed reward system that integrates both intrinsic and extrinsic incentives can contribute to business outcomes and align with organizational goals?

UNIT-III

6. "Strategic change implementation requires addressing behavioural challenges. How can HR play a role in overcoming resistance to change and ensuring smooth implementation of strategic initiatives?"
7. ***"The strategic evaluation and control of HR strategies ensure that HR policies remain aligned with organizational goals and respond to changing business environments."*** Discuss this statement.

UNIT-IV

8. ***"Recruitment and selection for global assignments require special considerations due to cultural, legal and geographical differences."*** In reference to this statement, discuss the unique challenges involved in recruiting and selecting candidates for global assignments and explain how organizations can address these challenges.
9. ***"A performance-based compensation system can enhance employee motivation and organizational performance, but its design requires careful consideration of local cultural values and expectations."*** Evaluate this statement.

SECTION-C

10. Case Study - READ THE CASE AND ANSWER THE FOLLOWING QUESTIONS

Google is renowned for its HR analytics and talent management. It uses data to predict employee behaviour, improve hiring efficiency and enhance workplace satisfaction. The company introduced Project Oxygen, an initiative that analyzed thousands of employee reviews to identify the key traits of effective managers. This led to significant improvements in leadership development. Additionally, Google's People Analytics Team monitors employee well-being and productivity. Employees enjoy perks like free meals, nap pods and on-site healthcare to boost job satisfaction. However, Google faces challenges in work-life balance and employee burnout, as high expectations often lead to stress. Recently, there have been debates about fair pay, layoffs, and diversity hiring practices.

Questions:

- a) How does Google use data analytics to improve HR practices?
- b) What are the advantages and disadvantages of Google's employee benefits?
- c) How did Project Oxygen contribute to Google's HR strategy?
- d) Suggest ways Google can address employee burnout.

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.