

NEW

2017

M B A

4th Semester Examination

**Subject : STRATEGIC HUMAN RESOURCE
MANAGEMENT**

(Specialization : Human Resource Management)

PAPER—HR-402

Full Marks : 100

Time : 3 Hours

The figures in the right-hand margin indicate full marks.

Candidates are required to give their answers in their own words as far as practicable.

Illustrate the answers wherever necessary.

1. Answer any *eight* questions of the following : 8×5
- (a) A business organisation needs to have an effective resourcing strategy so as to meet the changing market demands. Explain. 5

- (b) State the factors that act as barriers to strategic Human Resource Management. 5
- (c) Describe the VRIO framework for obtaining sustained competitive advantage. 5
- (d) Employee training and development is increasingly becoming a major strategic issue. Explain. 5
- (e) Narrate the Performance Replacibility Matrix to manage employee turnover as given by Martin and Bartol. 5
- (f) Write a short note on Communities of Practise. 5
- (g) Briefly explain the different steps in developing an effective reward strategy. 5
- (h) Describe the concept of training need analysis. 5
- (i) Explain how outsourcing can make a formidable contribution to the growth and well being of the company. 5
- (j) Briefly, discuss the 'people issues' at various stages of 'Mergers and Acquisitions' activity. 5
- (k) Elucidate how business units can use performance management system to take strategic decisions. 5
- (l) Explain the concept of mentoring. 5

2. Answer any *four* questions of the following : 4×10
- (a) Describe the concept of strategic HRM, and establish a linkage with the 5-P model as proposed by Schuler. 10
- (b) "Employee separation management is of utmost importance in modern business organizations".
— Explain. In the light of the above, describe the costs and benefits associated with employee turnover of the organization. 4+6
- (c) With the help of 'The Harvard Model' explain the concepts of strategic HRM. State the Kirkpatrick's model of training evaluation. 5+5
- (d) What do you understand by the term 'Knowledge Management'? Explain the 5 Ps of Strategic Knowledge Management. 2+8
- (e) Provide a brief overview of different organizational types, as given by Miles and Snow and also describe their corresponding HR strategies. 3+7
- (f) What do you mean by the term 'expatriate'? Explain the different factors that need to be considered for expatriate selection. 2+8

[Internal Assessment : 20 Marks]