

**Duration: 3hrs**

**Marks: 60**

**Note:**

1. Q.1 is compulsory & carries 20 marks.
2. Attempt any 4 out of the remaining questions (Q2 – Q7). Each question carries 10 marks.

**Q1. (a)** Assume that you are an external consultant hired by a firm that is planning a restructuring exercise. After an extensive study of the firm, you discover that it continues to be traditional in its approach in managing human resources which is adversely impacting the performance of the firm. You have taken an appointment with the Vice President HR of the firm to discuss your findings and suggested changes. Structure your suggestions around the following aspects:

- The need to view human resources as an asset and a source of competitive advantage
- The need to move towards a strategic perspective of HR function
- Major HR issues during and after the restructuring
- Changes in the HR strategy of the firm

10 Marks

**(b)** Why is Strategic Human Resource Management (SHRM) gaining so much importance in today's world? Explain, giving examples, the changing business-environment trends that led to the increasing need for SHRM.

10 Marks

**Attempt any four out of the following six questions { 5 x 2 = 10 marks each }**

**Q2.** Attempt any two from (a) or (b) or (c). Five marks for each sub-question.

- (a) Explain the concepts of 'vertical and horizontal integration', highlighting their significance in SHRM.
- (b) What is talent management, and why is it becoming so important for organizations?
- (c) It is desirable to link SHRM practices to organizational performance – Explain with suitable examples

**Q3.** Attempt any two from (a) or (b) or (c). Five marks for each sub-question.

- (a) What are competencies? Explain how they fit into Strategic HRM.
- (b) Explain briefly the various issues involved in international compensation.
- (c) What is 'employee engagement'? Explain briefly why it is gaining importance for implementing HR strategies.

**Q4.** Attempt any two from (a) or (b) or (c). Five marks for each sub-question.

- (a) What are the some of the challenges while linking the HR strategies to Organisational strategies and how should they be overcome?
- (b) What is meant by the terms 'Expatriation' and 'Repatriation'? What can be done to increase the likelihood of their success?
- (c) What are the strategic roles top management and line managers can play in SHRM?

**Q5.** Attempt any two from (a) or (b) or (c). Five marks for each sub-question.

- (a) What is cross cultural sensitivity? Explain the importance of developing cross cultural sensitivity.
- (b) What is the Resource Based View (RBV)? How does it support SHRM?
- (c) Explain, using competency based approach in any three HR practice areas for the strategic benefit of the organisation.

**Q6.** Attempt any two from (a) or (b) or (c). Five marks for each sub-question.

- (a) Define succession planning and career planning, and explain the relationship between these two concepts.
- (b) What is a 'Strategic Review' and how is it carried out? What could be the benefits arising out of conducting a strategic HR review?
- (c) What could be some of the internal and external factors that SHRM practitioners must take into account while formulating strategies?

**Q7.** Write a short note on any two from (a) or (b) or (c). Five marks for each sub-question.

- (a) Strategies of Organisation's transformation
- (b) Cross-border Mergers and Acquisitions
- (c) Enhancing employee retention