

(6 pages)

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Sub. Code : KBAE 33/
PBAE 3 A

M.B.A (CBCS) DEGREE EXAMINATION,
NOVEMBER 2019.

Third Semester

Business Administration

Elective – STRATEGIC HUMAN RESOURCE
MANAGEMENT

(For those who joined in July 2016 and afterwards)

Time : Three hours

Maximum : 75 marks

PART A — (10 × 1 = 10 marks)

Answer ALL questions.

Choose the correct answer :

1. _____ is defined as the set of decision and functions in formulation and implementation of strategies designed to achieve the objectives of an organization.
- (a) Strategic Management
 - (b) Strategic HRM
 - (c) Traditional HRM
 - (d) None of the above.

2. _____ should precede action and strategic.

- (a) Goal
- (b) Planning
- (c) Direction
- (d) Organizing

3. The _____ statement should be a declaration of organizational purpose, attitude and outlook.

- (a) mission
- (b) vision
- (c) tactics
- (d) none of these

4. _____ means closing down a company and selling its assets.

- (a) Amalgamation
- (b) Merger
- (c) Liquidation
- (d) Combination

5. Competition is one of the most important components of

- (a) organizational culture
- (b) business environment
- (c) both (a) and (b)
- (d) change management

6. _____ is concerned with integrating the HRM function with the company's strategy.

- (a) Traditional HRM
- (b) Strategic HRM
- (c) Strategy
- (d) Operative functions

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7. Implementation of strategic HRM requires
 - (a) HR function and HR system
 - (b) Managerial functions
 - (c) Operative functions
 - (d) strategic intent
8. HR in economic downturn requires
 - (a) innovative practices (b) creativity
 - (c) both (a) and (b) (d) growth
9. _____ means organizational change to create a more efficient or profitable enterprise.
 - (a) Corporate restructuring
 - (b) Corporate turnaround
 - (c) Corporate construction
 - (d) None of these
10. _____ is a set of assumptions, beliefs, values and norms that are shared by an organization's members.
 - (a) Business Ethics
 - (b) Organizational Culture
 - (c) Business Environment
 - (d) None of the above

PART B — (5 × 5 = 25 marks)

Answer ALL questions, choosing either (a) or (b).
Each answer should not exceed 250 words.

11. (a) What is strategic intent? How is it differing from corporate objectives?
Or
(b) What do you understand by vision and mission statement?
12. (a) Discuss the various steps involved in strategy supportive culture.
Or
(b) Why does unethical business behaviour exist in many companies?
13. (a) "Strategic HRM is need of the hour" Elaborate.
Or
(b) How should HR should act as strategic partner?
14. (a) How does a company analyze competitors strength and weaknesses?
Or
(b) Would you say that HRM practiced in organization is a strategic function? Explain your position.



15. (a) "Creation of organization culture is a long term process" Explain.

Or

- (b) Discuss the major features of organizational change management.

PART C — (5 × 8 = 40 marks)

Answer ALL questions, choosing either (a) or (b)
Each answer should not exceed 600 words.

16. (a) Distinguish between the major levels of a strategy in an organization.

Or

- (b) Explain in detail generic strategies.

17. (a) How do you relate the culture of an organization to its strategy?

Or

- (b) How to create a strategy support culture?

18. (a) Discuss the role of human resource management in corporate strategic management?

Or

- (b) Explain in detail the resource based view of HR strategy.

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19. (a) State major strategic sources of competitive advantage. Also discuss them with examples.

Or

- (b) How can competitive advantage be made sustainable?

20. (a) "Organizational change has to be managed on technological, social and economic dimensions". Elaborate.

Or

- (b) Select an industry of your choice. Identify Porter's five forces of competition in that industry. Perform a competitor analysis from the point of view of the market leader in that industry. Identify the possible strategic groups in that industry and judge the implications of such groups on the strategies of the market leader.

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