

2/21

2201E1246

Candidate's Seat No : _____

MBA 2 Sem-3 & 5 Examination

HRM

SHRM

Time : 2-30 Hours]

January-2025

[Max. Marks : 70

Note: Please make all your answers concise.

- Q.1 **Define the following concepts:** 14
- (1) **Investment Perspective of HRM**
 - (2) **High Involvement Management**
 - (3) **Succession Planning**
 - (4) **Proactive Recruitment**
 - (5) **360-degree feedback**

- Q.2 Define the "Investment Perspective of HRM" and explain its importance for modern organizations. Discuss in detail the factors that influence the extent to which an organization adopts an investment-oriented approach. 14

OR

- Q.2 Differentiate between Strategic Human Resource Management (SHRM) and Traditional HRM in detail. Additionally, discuss the various barriers organizations face in implementing strategic HR effectively.
- Q.3 Explain the selection process in detail. Discuss the various types of selection tests used in organizations, providing examples of their applications. 14
- Or
- Q.3 Explain the process of planning and strategizing training in organizations. How can training be effectively integrated with performance management systems and compensation? Discuss with examples.
- Q.4 Define performance management and explain its purpose. Discuss the process of performance management in detail, highlighting its key steps and significance in organizations. 14

- Q.5 **Case Study**

ABC Corporation, a multinational company in the technology sector, is expanding its operations into new markets across Asia and Europe. The HR team has recognized that to support this growth, it is essential to adopt strategic HR management practices. Two key areas of focus are the integration of HR planning with business strategy and the adoption of the "Best Fit" approach to HR strategies.

The HR team began by conducting an environmental analysis to assess external opportunities and threats in the new markets. Based on this analysis, they aligned HR goals with the company's strategic objectives. For example, they focused on recruiting talent with specific skill sets that matched the needs of the business in different markets. Additionally, the team adopted the "Best Fit" approach to customize HR practices according to the company's strategic goals and the unique characteristics of each market.

Six months into implementing these changes, ABC Corporation has seen improvements in workforce engagement and alignment between HR activities and business outcomes. However, challenges remain, particularly in sustaining these improvements and managing the cultural diversity of the newly recruited workforce.

Questions (Attempt any 2)

1. How can ABC Corporation use environmental analysis to integrate HR planning with business strategy? Provide examples of how this supports organizational goals. 07
2. Explain the "Best Fit" approach to HR strategy and evaluate its effectiveness in aligning HR practices with business goals in a multinational context. 07
3. What are some challenges ABC Corporation might face when implementing strategic HR management practices across culturally diverse markets? How can these challenges be addressed? 07