



BRAINWARE UNIVERSITY

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Brainware University
398, Ramkrishnapur Road, Barasat
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Term End Examination 2023
Programme – MBA-2018/MBA-2019/MBA-2020/MBA-2021
Course Name – Strategic Human Resource Management
Course Code - HR403
(Semester IV)

Full Marks : 60

Time : 2:30 Hours

[The figure in the margin indicates full marks. Candidates are required to give their answers in their own words as far as practicable.]

Group-A

(Multiple Choice Type Question)

1 x 15=15

1. Choose the correct alternative from the following :

- (i) Analyze how performance evaluation improves competitive advantage.
- | | |
|--|--|
| a) Involving immediate supervisors in the evaluation process | b) Providing strong basis for demotion transfers and lay-offs |
| c) Increasing the frequency of performance evaluation | d) Reducing grievance and labour turnover by making employees trust that they are treated fairly |
- (ii) Compare the following general applications of performance assessment with their specific purposes (Match): I. Administrative Uses/ Decisions -----A. Performance Feedback II. Documentation -----B. Lay - offs III. Organisational Maintenance/ Objectives -----C. Helping to meet legal requirements IV. Developmental Uses -----D. Evaluation of HR systems
- | | |
|------------------------|------------------------|
| a) I-C II-D III-B IV-A | b) I-B II-C III-D IV-A |
| c) I-B II-C III-D IV-D | d) I-A II-B III-D IV-C |
- (iii) Explain how does training and development offer competitive advantage to an organisation?
- | | |
|--|--|
| a) Removing performance deficiencies | b) Individuals have the aptitude and motivation to learn |
| c) Deficiency is caused by a lack of ability | d) None of these |
- (iv) LIST 1: a) Job specification b) Job enlargement c) Job rotation d) Job enrichment LIST 2: i) Expanding jobs horizontally ii) Increasing job content iii) Dividing jobs into smaller components iv) Movement of employees from one job to another
- | | |
|---------------------------|---------------------------|
| a) a-ii, b-iii, c-iv, d-i | b) a-iv, b-iii, c-i, d-ii |
| c) a-iii, b-i, c-iv, d-ii | d) a-ii, b-i, c-iv, d-iii |
- (v) Explain the differences between Job design and Job analysis
- | | |
|---|---|
| a) Job design is performed before Job analysis. | b) Job design mainly focuses on work division and effective performance of tasks and job completion whereas Job analysis is about |
|---|---|

effective and appropriate selection of candidates.

- c) Both (a) and (b) d) Only (b)
- (vi) The situation which results in putting employees on unpaid absence is classified as :
- a) layoffs b) retirement buyouts
- c) attribution d) attrition
- (vii) _____ are the resources that provide utility value to all other resources.
- a) Finance b) Men
- c) Machine d) Capital
- (viii) SHRM develop an organizational culture that fosters
- a) innovation b) flexibility
- c) competitive advantage d) All of the above
- (ix) During critical times which of the followings will assist the HR department to take decisions? Examine
- a) HR policies b) HR goals
- c) HR objectives d) HR strategies
- (x) Which of the following is a strategic selection method?
- a) Interview b) Psychometric analysis
- c) Logical reasoning test d) None of these
- (xi) Which of the following is not a step in human resource planning?
- a) Succession planning b) Management of change
- c) Linear regression d) Markov matrix analysis
- (xii) What is the demerit of off-the-job training:
- a) It isn't always directly related to real b) The time needed to set up
- organisational issue and need.
- c) Accessibility of training d) Long term costs
- (xiii) Which one is not the specific objective of human resource management?
- a) Recruitment b) Selection
- c) Cost control d) Training
- (xiv) The employee reward system benefits include:
- a) Better employee retention b) Better employee attitude
- c) Cost control d) All of these
- (xv) Strategic HRM has been instrumental in:
- a) Organisational effectiveness b) Appropriate training and development
- c) Both (a) and (b) d) Neither (a) nor (b)

Group-B

(Short Answer Type Questions)

3 x 5=15

2. Define talent management and explain its role in employee retention. (3)
3. Examine how can businesses determine the specific employee training needs that will support their strategic goals? (3)
4. How can businesses ensure that their employee training programs are sustainable and scalable as the company grows and evolves over time? Explain. (3)
5. Distinguish between Structured Vs unstructured interview. (3)
6. Justify how strategic job rotation benefit organizations? (3)

OR

- Do you agree that organizations face potential challenges when implementing a strategic job rotation program? Justify. (3)

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Group-C
(Long Answer Type Questions)

5 x 6=30

- 7. Define the difference between traditional HR and SHRM. (5)
- 8. Explain the key components of strategic human resource management (SHRM) and their importance in organizations. (5)
- 9. Analyze the potential challenges organizations may face in implementing a strategic staffing plan. (5)
- 10. Analyze the role of HR in implementing a strategic staffing plan. (5)
- 11. Should training activities be critically aligned? Justify. (5)
- 12. Analyze and explain briefly the important elements of a good appraisal system. (5)

OR

Analyze and explain the advantages and disadvantages of performance appraisal. (5)
