

Total number of printed pages—4

14 (COM-2) 2066

2024

COMMERCE

Paper : COM-2066

(Strategic Human Resource Management)

Full Marks : 80

Time : Three hours

***The figures in the margin indicate
full marks for the questions.***

***Answer Questions Nos. 1 & 2 and any five
from the rest.***

1. Choose the correct answer from the following : 1×5=5

(i) Which of the following focuses on supporting the corporate and business strategies ?

(a) Competitive strategies

(b) Operational strategy

(c) Mission strategy

(d) HR strategies

Contd.

- (ii) _____ is the foundation of blue ocean strategy.
- (a) Innovation
 - (b) Value creation
 - (c) Value innovation
 - (d) Value cost trade-off
- (iii) Competitive advantage can be best described as
- (a) a strength to the organization
 - (b) increased efficiency
 - (c) intangible resources
 - (d) what sets an organization apart
- (iv) Which of the following is a key element of SHRM implementation ?
- (a) Implementing standardized HR practices without customization
 - (b) Conducting sporadic performance evaluations
 - (c) Tailoring HR strategies to fit the organization's unique needs
 - (d) Ignoring feedback from employees

(v) In a balanced scorecard approach to performance compensation, which perspectives are typically considered to evaluate employee performance ?

(a) Financial, operational, and customer

(b) Financial, operational, and regulatory

(c) Internal, external, and strategic

(d) Customer, internal, and innovation

2. Write short notes on **any five** of the following in about **150–200** words each : $5 \times 5 = 25$

(i) Executive compensation

(ii) KRA and KPI

(iii) Seniority vs Merit-based promotions

(iv) Elements of effective HR Audit

(v) HRM Practices in SME Sector

(vi) Collective learning

3. Describe the challenges faced by HR managers in managing a diverse workforce. Suggest strategies to overcome these challenges.

10

4. How can HR departments effectively re-engineer their processes to accommodate the growing remote workforce, ensuring seamless communication, collaboration, and employee engagement ? 10
 5. Define HRD (Human Resource Development) scorecard and explain its significance in measuring the effectiveness of HRD initiatives within an organization. Provide examples to support your answer. 10
 6. Discuss the challenges faced by multinational corporations (MNCs) in managing human resources across different countries and cultures. How can HR strategies be adapted to address these challenges effectively ? 10
 7. Discuss the link between performance management and employee development. How can performance evaluations be used to identify employees' strengths, areas for improvement, and development needs ? 10
 8. Compare the practices of traditional performance appraisals with modern performance management approaches in boosting the output and performance of the employees. Evaluate the advantages and disadvantages of each approach. 10
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