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DEPARTMENT OF MANAGEMENT STUDIES

QUESTION BANK

III SEMESTER

BA5019- STRATEGIC HUMAN RESOURCES MANAGEMENT

Regulation – 2017

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SUBJECT   : **BA5019- STRATEGIC HUMAN RESOURCES MANAGEMENT**

SEMESTER   : III Semester/ II Year

	UNIT I -HUMAN RESOURCES MANAGEMENT		
	SYLLABUS: Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability , Bench Marking and HRD Audit.		
Q.No	**Unit - I - Part - A - Question**	**Level**	**Competence**
1	Define Strategic Human Resource Management	BTL 1	Remember
2	Compare HRD and HRM.	BTL 2	Understand
3	Identify two vision statements of a company of your choice	BTL 3	Apply
4	Classify the types of on –the –job training.	BTL 4	Analyze
5	What is meant by HRD functions & HRD Audit?	BTL 5	Evaluate
6	In your opinion what are the recent trends in HRD.	BTL 6	Create
7	Define HRM.	BTL 1	Remember
8	Compare objectives and goals.	BTL 2	Understand
9	How would you show your understanding of the framework of HRM competencies?	BTL 3	Apply
10	What are the current challenges for HRM?	BTL 4	Analyze
11	How would you evaluate the ROI of training?	BTL 5	Evaluate
12	What is procedure followed in a HRD audit of a company?	BTL 6	Create
13	What is meant by the term benchmarking?	BTL 1	Remember
14	What is HRD Audit?.	BTL 2	Understand
15	How would you show your understanding on the term HRD programme evaluation?	BTL 3	Apply
16	Why is strategic assessment needed?	BTL 4	Analyze

17	Define company's mission and vision	BTL 1	Remember
18	Classify the different types of Bench Marking.	BTL 2	Understand
19	How would you apply Competency mapping in an organization?	BTL 1	Remember
20	What is meant by Strategic Capability?	BTL 1	Remember

Q.No	Unit - I - Part - B - Question	Level	Competence
1	(i) Define Strategic Human Resource Management. Howwould you describe the framework of Strategic HumanResource Management Process? **(7marks)** (ii)State the objectives & recent trends in HRD.**(6marks)**	BTL 1	Remember
2	(i)What is Benchmarking? State its characteristics.**(6marks)** (ii) Discuss about the different types of benchmarking. State its advantages and dis- advantages.**(7marks)**	BTL 2	Understand
3	(i)How are goals and strategy linked? Give e x a m p l e s. (**7 m a r k s**) (ii) List the levels of HRD need assessment.**(6marks)**	BTL 3	Apply
4	(i)Comment on the role of HRD professionals in strategizing their functions in the organization. Explain the different challenges faced by them in current scenario.**(7marks)** (ii)Explain the various ways of measuring HRD performance in an organization.**(6marks)**	BTL 4	Analyze
5	What is the necessity of integrating organizational mission with HRD?	BTL 5	Evaluate
6	Explain the links between HR, Strategy and goals with examples.	BTL 6	Create
7	(i)Explain the steps involved in HRD program implementation and evaluation.**(6marks)** (ii) Also discuss the role of benchmarking and HRD audit to the above said process.**(7marks)**	BTL 1	Remember
8	Discuss the role of the Human Resource Manager in Strategic Planning	BTL 2	Understand
9	Elaborate the various roles of HRD professionals. **(6marks)**	BTL 3	Apply
10	Explain the major HRD practices of a company in the present day context.	BTL 4	Analyze
11	In what ways does the HRD function relate to the organization strategy? Give contextual examples.	BTL 1	Remember
12	(i)Write short note on HRD**(6marks)**	BTL 2	Understand

	(ii)What are the methods used for conducting HRD needs assessment? **(7marks)**		
13	Give a brief account of the evolution of HRM as a functional area in an organization	BTL 4	Analyze
14	"HRD is concerned with development of the grass root- level in the organizations Substantiate your answer. Differentiate between HRM and HRM.	BTL 1	Remember

Part-C

S.NO	QUESTIONS
1	HR Managers play a vital role in managing today's workforce- Discuss.
2	(i) why some organizations that fail to invest heavily in human assets still be financially successful? (8marks) (ii)Why some organizations that do invest heavily in human assets still be financially unsuccessful? (7marks)
3	What is the most important workplace trends affecting HR today?
4	As a HR manager, how would you plan an induction program for middle level managers?

UNIT- II EHRM		
e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e - training and development – e- Performance management and Compensation design – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.		
Q.No	**Unit - II - Part - A – Question**	**Level**	**Competence**
1	Define e-Employee profile.	BTL 1	Remember
2	What is meant by outsourcing?	BTL 2	Understand
3	What do you mean by the term e-training and development?	BTL 3	Apply
4	List the challenges in outsourcing.	BTL 4	Analyze
5	Can you assess the value or importance of employee privacy?	BTL 5	Evaluate
6	Write short note on e-recruiters in India.	BTL 6	Create
7	What is a HR portal?	BTL 1	Remember
8	How is e-training conducted?	BTL 2	Understand
9	What are the benefits of e-selection?	BTL 3	Apply
10	What is meant by online employee survey?	BTL 4	Analyze
11	Outline what is meant by compensation design?	BTL 5	Evaluate
12	What is meant by repatriation?	BTL 6	Create
13	Define recruitment.	BTL 1	Remember
14	Outline the scope of internal sourcing.	BTL 2	Understand
15	Using theory briefly explain about E-selection?	BTL 3	Apply
16	Why is virtual learning important?	BTL 4	Analyze
17	What is meant by HRIS?	BTL 1	Remember
18	State any two differences between e-recruitment and e-selection.	BTL 2	Understand
19	What do you mean by e-orientation?	BTL 1	Remember
20	How do you design a HR portal?	BTL 1	Remember

Q.No	Unit - II - Part - B – Question	Level	Competence
1	(i).What is the importance of training (**7marks**) (ii) How is training evaluated?(**6marks**)	BTL 1	Remember
2	Explain E-Selection and E-Recruitment pointing out its advantages.	BTL 2	Understand
3	Explain the steps involved in the e-recruitment process if you are a HR involved in the recruitment process of your concern?	BTL 3	Apply
4	Examine the concepts of virtual learning and orientation	BTL 4	Analyze
5	(i).What is the need for designing a HR portal in an organization.(**6marks**) (ii).Critically evaluate how the traditional HR practices differ from e-selection and recruitment, e-training and development Justify your views.(**7marks**)	BTL 5	Evaluate
6	For a startup small scale restaurant, design the content of HRIS and HR portal. What are the common issues the company would face with respect to employee privacy and suggest ways to overcome it?	BTL 6	Create
7	(i).List the benefits of e-Recruitment?(**7marks**) (ii).What are the benefits of maintaining e-employee profile?(**6marks**)	BTL 1	Remember
8	Explain the components required for best virtual learning environment Outline the benefits of virtual learning?	BTL 2	Understand
9	(i).Explain the process of e-performance management with examples. **(7 marks)** (ii)List out the benefits and limitations of online employee surveys.(**6marks**)	BTL 3	Apply
10	(i).What may be the issues which may emerge in employee privacy?(**6marks**) (ii).Explain the process of e-training with examples.(**7marks**)	BTL 4	Analyze
11	What is e-orientation? List out its merits.	BTL 1	Remember
12	How is e-compensation system designed in an organization?	BTL 2	Understand
13	How will merger create value and when will this Value will be be realized.	BTL 4	Analyze
14	(i)Discuss the concept of employee privacy.(**6marks**) **(ii)** What are the methods of monitoring employee privacy?(**7marks**)	BTL 1	Remember

Part-C

S.NO	QUESTIONS
1	Many organizations' have adopted e-recruitment methods. Examine the pros and cons.
2	Predict societal changes that you believe might take place within the next ten years. What challenges will these changes present to organizations?
3	How does an organisation's investment in staffing benefit the organisation after an applicant becomes an employee?
4	What problems can result from cutting corners to save time or money in staffing process?

UNIT-III CROSS CULTURAL HRM			
Domestic Vs International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International Assignments - Current challenges in Outsourcing, Cross border Mergers and Acquisitions - Repatriation etc - Building Multicultural Organisation - International Compensation			
Q.No	**Unit - III - Part - A – Question**	**Level**	**Competence**
1	Define International Corporation.	BTL 1	Remember
2	Mention any two problems relating to international Compensation procedures	BTL 2	Understand
3	Write about the benefits of joint venture.	BTL 3	Apply
4	Write about the benefits of joint venture.	BTL 4	Analyze
5	Can you assess the advantages of cross-cultural training?	BTL 5	Evaluate
6	Write short note on International Compensation.	BTL 6	Create
7	What is meant by acquisition or take over?	BTL 1	Remember
8	How would you explain spillover risks?	BTL 2	Understand
9	What are the responsibilities of HR manager in a MNC?	BTL 3	Apply
10	What does cultural assessment mean?	BTL 4	Analyze
11	Outline the process of cultural assessment	BTL 5	Evaluate
12	What is cultural dynamics?	BTL 6	Create

13	What do you mean by ethnocentric MNC?	BTL 1	Remember
14	Outline the scope of cross border mergers.	BTL 2	Understand
15	How does one build a multi-cultural organisation?	BTL 3	Apply
16	Can you list the importance of multi-domestic strategy?	BTL 4	Analyze
17	What is a horizontal merger?	BTL 1	Remember
18	Compare between expatriation and repatriation	BTL 2	Understand
19	Can you explain the meaning of polycentric MNC?	BTL 1	Remember
20	Define outsourcing.	BTL 1	Remember

Q.No	Unit - III - Part - B – Question	Level	Competence
1	(i).What is International compensation? Discuss the implications involved in international compensation.(6Marks) (ii).List out factors influencing international compensation.(7marks)	BTL 1	Remember
2	Explain in detail the concept of Cultural Dynamics.	BTL 2	Understand
3	(i).Discuss the strategic issues in International Assignments.(6 Marks) (ii).Discuss the cultural issues faced by HR professional in international assignments. As a global HR head, what steps you will take to minimize the same?(7marks)	BTL 3	Apply
4	Examine and explain the factors affecting International HRM.	BTL 4	Analyze
5	Discuss the steps involved in building and running a multi- cultural organisation	BTL 5	Evaluate
6	Explain in detail about the selection criteria of Expatriates.	BTL 6	Create
7	Explain the cultural environment of International .	BTL 1	Remember
8	Explain about cross cultural education and training programs	BTL 2	Understand
9	(i).Write an essay on how both domestic and international s shape human resource management in individual countries.(6marks) (ii).Explain the role of culture in IHRM.(7marks)	BTL 3	Apply
10	(i)What does outsourcing mean? (4marks) (ii) What are the implications and advantages of Outsourcing in the globalized era?(9marks)	BTL 4	Analyze

11	(i)What are the factors to be considered when organizations go for the cross-border mergers and acquisitions? (**7marks**) **(ii)** what is the role of culture in IHRM? (**6marks**)	BTL 1	Remember
12	(i)Explain the challenges and difficulties faced by HR professionals in HR outsourcing and cross-border mergers and acquisitions.(**7marks**) **(ii)** As a HR head, how would you overcome the problems with respect to Repatriation?(**6marks**)	BTL 2	Understand
13	(i)What are the current challenges in outsourcing?(**6marks**) **(ii)** Why is India a favorite's destination for outsourcing? Explain.(**7marks**)	BTL 4	Analyze
14	(i)Discuss the relevance and effectiveness of various leadership models in present context.(**6marks**) (ii)Distinguish between Domestic HRM and International HRM.(**7marks**)	BTL 1	Remember

Part- C

S.NO	QUESTIONS
1	Explain the Recent trends with reference to Mergers and Acquisitions.
2	Repatriation is an opportunity or not for the today's HR Manager.
3	Discuss about cross cultural mergers and acquisitions
4	How the outsourcing the helps the HR Managers.

	Unit-IV CAREER & COMPETENCY DEVELOPMENT		

Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career Plateaus-Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation

Q.No	Unit - IV - Part - A – Question	Level	Competence
1	Define Career.	BTL 1	Remember
2	What is Career Planning?	BTL 2	Understand
3	Give the benefits of Career Management.	BTL 3	Apply
4	Enumerate the stages in Career development	BTL 4	Analyze
5	Define competency mapping development?	BTL 5	Evaluate
6	Explain the concept of career motivation	BTL 6	Create
7	What is Career Anchor?	BTL 1	Remember
8	Can you explain the meaning of Career enrichment?	BTL 2	Understand
9	Give few successful career tips.	BTL 3	Apply
10	List the role of competency mapping in Human Resource Management.	BTL 4	Analyze
11	What do you mean by competency based compensation?	BTL 5	Evaluate
12	Explain the concept of Career Development	BTL 6	Create
13	List the career development models	BTL 1	Remember
14	Explain briefly about Knowledge Management.	BTL 2	Understand
15	Identify the meaning of the term Adaptive learning.	BTL 3	Apply
16	What do you mean by the term competency mapping?	BTL 4	Analyze
17	Define Sabbaticals.	BTL 1	Remember
18	What is meant by Career plateau?	BTL 2	Understand
19	What do you mean by Exploration stage in career management?	BTL 1	Remember
20	What is Equity-Based Compensation?	BTL 1	Remember

Q.No	Unit - IV - Part - B – Question	Level	Competence
1	How do the employees in an organization manage their career plateaus?	BTL1	Remember
2	(i).Explain in detail concepts, roles and stages of Career.**(7marks)** (ii).Discuss about the types of career problems.**(6marks)**	BTL2	Understand
3	Explain four models of career development with suitable examples.	BTL3	Apply
4	Bring out the steps in career planning and process.	BTL4	Analyze
5	How can an effective career development system be designed in an organization?	BTL5	Evaluate
6	Differentiate the organization–centred and person centered planning system.	BTL6	Create
7	(i).What is Career Development? **(4marks)** (ii).List the various stages in career development.**(9marks)**	BTL 1	Remember
8	(i).Outline the practical applications of competency.**(6marks)** (ii).Highlight the advantages and dis-advantages of competency –based pay.**(7marks)**	BTL 2	Understand
9	Discuss the components of Career motivation?	BTL 3	Apply
10	(i)How job can be designed to enhance career motivation .**(6marks)** (ii) Elaborate on equity and competency based compensation.**(7marks)**	BTL 4	Analyze
11	(i) How is competency mapping model executed in an organisation?**(7marks)** (ii)"The career planning process involves both the organization and individual responsibility". Examine the above statement.**(6marks)**	BTL 1	Remember
12	(i)Discuss the importance and benefits of career development system.**(7marks)** **(ii)** State the types of career plateaus.**(6marks)**	BTL 2	Understand
13	Explain in detail concepts and roles of career.	BTL 4	Analyze
14	(i)Give the importance of competency and how competency is related to compensation and promotion.**(7marks)** **(ii)** Highlight the advantages and dis-advantages of competency-based pay.**(6marks)**	BTL 1	Remember

Part-C

S.NO	QUESTIONS
1	Trace the impact of Training and Development on employee performance and productivity.
2	Based on your learning draft a suitable reward and recognition program for a medium sized startup.
3	How does global human resource management differ from domestic human resource management?
4	How can employees be more successful with retention of Repatriates?

Unit –V EMPLOYEE COACHING & COUNSELING

Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs – Work Stress – Sources - Consequences – Stress Management Techniques.- Eastern and Western Practices - Self Management and Emotional Intelligence

Q.No	Unit - V - Part - A – Question	Level	Competence
1	Define coaching.	BTL 1	Remember
2	List few skills for effective coaching.	BTL 2	Understand
3	How would you show your understanding of Mentoring?	BTL 3	Apply
4	State the role of HR in coaching.	BTL 4	Analyze
5	Can you identify the consequences of stress in an organisation?	BTL 5	Evaluate
6	Differentiate between Counselling and Coaching.	BTL 6	Create
7	What is meant by employee health?	BTL 1	Remember
8	How would you explain emotional intelligence?	BTL 2	Understand
9	How would you use coaching for effective performance?	BTL 3	Apply
10	What are the symptoms of Stress?	BTL 4	Analyze
11	Can you identify the different objectives of coaching?	BTL 5	Evaluate
12	What is your opinion on Counselling?	BTL 6	Create

13	Define Stress.	BTL 1	Remember
14	What is the role of HR in Counselling?	BTL 2	Understand
15	How would you show your understanding of Counselling skills?	BTL 3	Apply
16	Distinguish between Intra Mural Welfare Programmes and Extra Mural Welfare Programmes.	BTL 4	Analyze
17	Explain the term Burn out.	BTL 1	Remember
18	How is Mentoring understood?	BTL 2	Understand
19	What are the benefits of Counselling Program?	BTL 1	Remember
20	What is Work Ethics?	BTL 1	Remember

Q.No	Unit - V - Part - B – Question	Level	Competence
1	(i).Elucidate the need for Employee Health and welfare programs in an organization.(6marks) (ii).What are the different types of employee welfare programmes?(7marks)	BTL 1	Remember
2	(i).What are the skills required for effective coaching?(7marks) (ii). Describe the guidelines For making coaching and counseling effective (6marks)	BTL 2	Understand
3	Define Stress and explain in detail the sources and consequences of stress?	BTL 3	Apply
4	Critically analyze stress management techniques adopted in Indian organisations	BTL 4	Analyze
5	Explain about the Coaching Process with appropriate examples	BTL 5	Evaluate
6	(i)Discuss about the role of HR in Counselling.(6marks) (ii)What are the effectiveness of Counselling?(7marks)	BTL 6	Create
7	Elaborate on Employee health and welfare programs provided in an organisation.	BTL 1	Remember
8	Explain in detail about the Eastern and Western practices of Stress Management techniques.	BTL 2	Understand

9	(i).Draw a suitable model by integrating the emotional intelligence to reduce work stress.**(6marks)** (ii) What are the applications of emotional Intelligence in organizations ?**(7marks)**	BTL 3	Apply
10	Critically analyse the techniques of Stress Management	BTL 4	Analyze
11	(i)How would you promote emotional intelligence in work place?**(7marks)** (ii)What are the guidelines for promoting emotional intelligence in an organization?**(6marks)**	BTL 1	Remember
12	(i)Discuss about the management's role in safety and health of employees.**(7marks)** (ii)Discuss the various issues involved in safety and health programmes. **(6marks)**	BTL 2	Understand
13	"Employee counselling can be a vehicle to provide help in an effective way" Support the above statement with valid reasons.	BTL 4	Analyze
14	(i). coaching and couselling are tools for employee development – discuss **(6 marks)** (ii). State the role of HR in coaching. **(7 marks)**	BTL 1	Remember

Part-C

S.NO	QUESTIONS
1	(i)Why is aggregate and succession planning of critical importance? (8marks) (ii) How might failures in planning impact an organization's ability to compete?(7marks)
2	Select three organisations in which a new CEO has assumed responsibility during the past year. Identify via news sources factors that may have led to change at the top of the organization. What appears to be the reason for succession and what was the general reaction to the succession?
3	Compare and contrast job enlargement, rotation and enrichment. How are they similar to and different from each other?
4	Draft a suitable Grievance Handling Procedure to be implemented at a Large Scale Manufacturing Company