



**PARVATHANENI BRAHMAYYA
SIDDHARTHA COLLEGE OF ARTS & SCIENCE**

Autonomous

Siddhartha Nagar, Vijayawada-520010

Re-accredited at 'A+' by the NAAC

22 BA 411: Strategic Human Resource Management

Subject Code :	22 BA 411	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03
Course Focus	Employability	Entrepreneurship	Skill Development

Course Outcomes	
By the end of the course, students will be able to:	
CO1	explain how HR strategy is going to be a game changer in organizations effectiveness.
CO2	Strategy formulation, Strategies for performance and development with knowledge of global economy factors.
CO3	The purpose of this course is to understand Strategic HRM, Aligning HR systems with business strategy.
CO4	sensitize the students how organizations human resources is going to be an asset of the organization.
CO5	understand the importance of evaluation and measuring the impact of strategies.

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (H-High, M-Medium, L-Low,0-Nil)								
22BA411		PO1	PO2	PO3	PO4	PO5	PO6	PO7
	CO1	1			2			
	CO2			2				
	CO3						3	
	CO4							2
	CO5						1	2

Units	Syllabus	No of Hours
UNIT-I	SHRM – Meaning, Nature and Scope of SHRM – Strategic Framework for HRM— Corporate Strategy and SHRM Approaches- Business Strategy and Organizational Capability – Developing SHRM Plans and Strategies – Strategic HR Planning – Acquisition and Development.	15
UNIT-II	Strategy Formulation – Strategic planning – Multinational Strategies – Strategic alliance – Managerial issues in strategic formulation – Importance and methods of forecasting the supply of HR – Key HR	15

	activities in Mergers and Acquisition (M & A) – Ensuring alignment – Ensuring strategic flexibility for the future.	
UNIT-III	HR Strategy Implementation – Human Aspects of Strategy Implementation – Behavioral Issues in Strategy Implementation, Matching Culture with Strategy – Leadership, Power and Politics, Employee Morale – Retrenchment Strategies – Downsizing – Voluntary Retirement Schemes (VRS) – Early Retirement Plans, and Project Based Employment.	15
UNIT-IV	Employee Empowerment – Employee Involvement – Employee Empowerment – Creating a Learning Organization – Autonomous Work Teams – Training – Performance Strategies – Flex Timing – Work–life Balance Practices – Competency Mapping – Multi-Skilling Succession Planning – Cross Cultural Training.	15
UNIT-V	HR Strategy Evaluation – HR evaluation process – Overview – Scope – Strategic Impact – Ethical Dimensions – Bench marking – Evaluating Strategic Contribution in Emerging areas such as Management of Diversity and Quality Readiness.	15
Case Study (Not Exceeding 300 words)		
Practical Component:		
<ul style="list-style-type: none"> • Ask the students to find out the best employer surveys conducted during the past one year and make a presentation. • Consider some groups like Tata’s, Birla’s, Infosysetc – what is their HR strategy. • Hold a debate in the classroom about downsizing the workforce. • Ask the students to collect data about the position of principal, director, and other teachers in your college and prepare a competency dictionary for the said positions. 		
Suggested Readings:		
<ol style="list-style-type: none"> 1. Mello, A. Jeffrey. (2008). <i>Strategic Human Resource Management</i>. New Delhi: Cengage Learning Indian Pvt. Ltd. 2. Be court, Monica & Mackey, J., Kenneth. (2008, 2nd Ed). <i>Strategic Human Resource Planning</i>. New Delhi: Cengage Learning Indian 3. Srinivasan, R. (2002). <i>Strategic Management- The Indian Context</i>. New Delhi: Prentice Hall of India Pvt. Ltd. 4. Venugopal, R. (2000). <i>Contemporary Strategic Management</i>. Visas Publishing House Pvt. Ltd. 		



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**MODEL QUESTION PAPER
M.B.A. (REGULAR) DEGREE EXAMINATION
FOURTH SEMESTER**

22 BA 411: Strategic Human Resource Management

Duration: 3 hours

Max. Marks: 70

Note:

1. This question paper contains three Sections- **Section- A Section -B and Section -C.**
2. **Section -A** contains 5 short answer questions with an internal choice. Answer any **ALL** questions. Each question carries 4 Marks.
3. **Section -B** contains 5 Essay questions with an internal choice from each unit. Each question carries 8 Marks.
4. **Section -C** contains one Case Study for 10 Marks. (Compulsory)
5. All **Sections** of the Question paper must be answered in one place.

SECTION -A

5 x 4= 20 Marks

		Bloom's Level	CO	Max Marks
1	a) Explain the need of Strategic Alliance	L2	CO2	4M
	(OR)			
	b) What do you mean by Strategic Flexibility?	L1	CO2	4M
2	a) Define Business Strategy	L1	CO1	4M
	(OR)			
	b) What do you mean by Corporate Strategy?	L1	CO1	4M
3	a) Explain the qualities of a good Leader	L1	CO3	4M
	(OR)			
	b) Discuss organizational Politics and its disadvantages	L6	CO3	4M
4	a) How to boost employee Morale?	L1	CO3	4M
	(OR)			
	b) Explain Cross Cultural Training	L2	CO4	4M
5	a) Explain the ethical dimensions of HR evaluation process	L5	CO4	4M
	(OR)			
	b) What do you mean by bench marking?	L1	CO5	4M

SECTION – B

5 X 8=40 Marks

			Bloom's level	CO	Max. Marks
UNIT-I					
6	(a)	Explain the nature and scope of SHRM	L2	CO1	8 M
	(OR)				
	(b)	Explain the alignment of corporate strategy and SHRM	L2	CO1	8 M
UNIT-II					
7	(a)	Explain the multi-national HR strategies	L2	CO2	8 M
	(OR)				
	(b)	Discuss the important factors to be considered while going for mergers	L6	CO2	8 M
UNIT-III					
8	(a)	Discuss the human side of HR strategy implementation	L6	CO3	8 M
	(OR)				
	(b)	Explain retrenchment strategies.	L2	CO3	8 M
UNIT-IV					
9	(a)	Discuss the importance of employee empowerment plans.	L6	CO4	8 M
	(b)	Explain work life balance practices	L2	CO4	8 M
UNIT-V					
10	(a)	Explain HR evaluation process	L2	CO5	8 M
	(OR)				
	(b)	Discuss the importance of management of diversity.	L6	CO5	8 M

SECTION C

1X10=10 Marks

		CASE STUDY(Compulsory)	Blooms level	CO	Max Marks
11					10 M
		<p>The comfort drugs (a chain of medical shops) established in the year 1985 provided employment to over 1000 people across undivided Andhra Pradesh with its strong retail network of 400 branches. In the year 2016 Comfort drugs was acquired by a German based drug retailer to introduce their brand into India.</p> <p>In 2017, the new management team implemented a massive revamping exercise in which more than 200 managers and their juniors were asked to quit. The company decided to stop further recruitment. The management started offering salaries to their employees based on their performance.</p> <p>In this context, if you are the HR manager of this company how would you deal with this painful decision taken by the new management team. Also, state the reasons behind this decision, keeping in view of culture and other possible HR Interventions.</p>			