

**POST GRADUATE DIPLOMA IN GLOBAL  
BUSINESS LEADERSHIP (PGDGBL)**

**Term-End Examination**

**December, 2011**

**MGBE-025 : STRATEGIC HUMAN RESOURCE  
MANAGEMENT**

*Time : 3 hours*

*Maximum Marks : 100*

*Note : Answer any five questions.*

*All questions carry equal marks.*

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| 1. | Discuss in detail roles of HR professionals have to take up in SHRM with illustration.                                 | 20 |
| 2. | Discuss the significance of HR element in strategy formulation and implementation.                                     | 20 |
| 3. | (a) Describe the five strategic decisions on organization has to take while establishing Performance Management System | 10 |
|    | (b) Discuss in detail, with examples, any <i>two</i> competencies required by HR Professional to deliver HR value.     | 10 |
| 4. | (a) Analyze the impact of corporate restructuring on employee morale and discuss initiatives to deal with them.        | 10 |
|    | (b) Elaborate the four orientations (levels of standardization) in international organizations given by Perlmutter.    | 10 |

5. What are the six basic steps in building HR strategy in the framework of HR value proposition as given by Dave Ulrich and Brockbank ? 20
6. Write short notes on *any four* of the following . 20
- (a) Strategies to manage surplus.
  - (b) Important workplace trends affecting HR today.
  - (c) Embedded HR.
  - (d) HR planning as an important source of competitive advantage.
  - (e) Repatriation issues in International HRM.
  - (f) Talent Management.
7. Explain with the help of Hofstede's cultural dimensions how the cultural aspects become important ingredient in international HR strategies and practices. 20
8. "Adopting a strategic view of HR involves considering employees as human 'assets' and developing policies to increase their value to organization" Elaborate this view. 20
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