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**IV Semester M.B.A. (Day and Eve.) Examination, November/December 2025
(CBCS – 2022 – 23 and Onwards)**

MANAGEMENT

Paper – 4.4.1 : Strategic HRM

Time : 3 Hours

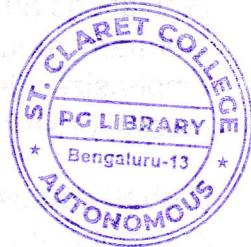
Max. Marks : 70

SECTION – A

Answer any five questions from the following. Each question carries 5 marks.

(5×5=25)

1. What are the two investment perspectives of SHRM ?
2. What are the common measures of HRM performance ?
3. Discuss the role of staffing systems in strategic HRM.
4. What are the HR challenges in mergers and acquisitions ?
5. Discuss downsizing and its reasons in organizations.
6. Discuss the role of HRM in the knowledge economy with examples.
7. Explain the strategic fit framework.



SECTION – B

Answer any three questions from the following. Each question carries 10 marks.

(3×10=30)

8. Explain the HR environment and its significance in modern organizations.
9. Explain the integration of career development and performance management systems for organizational success.
10. Explain the process of business strategy and human resource planning.
11. Discuss portfolio processes and their role in strategic decision-making.



SECTION – C

12. **Compulsory.**

Case study.

(1×15=15)

GlobalTech Inc., a multinational IT firm, operates in the United States, India and Germany. To meet its diverse business needs, the company actively recruits talent from the international labour market. By hiring skilled professionals globally, GlobalTech gains access to specialized knowledge, varied perspectives and innovative solutions that enhance competitiveness.

The company faces challenges such as differing labour laws, employment regulations and cultural norms across countries. For instance, hiring in Germany requires compliance with strict employee protection laws, while India emphasizes flexibility and cost-effectiveness. Navigating these differences is crucial for smooth operations.

GlobalTech uses international recruitment agencies, online job portals and global internship programs to attract talent. They also offer relocation assistance, cross-cultural training and competitive compensation packages to encourage skilled professionals to join their teams.

The international labour market allows GlobalTech to optimize costs by leveraging talent in regions with lower wages without compromising quality. For example, software development tasks are sometimes outsourced to India, while strategic decision-making roles remain in the US and Germany. Despite the advantages, managing an international workforce requires careful attention to communication, legal compliance and employee engagement. GlobalTech continuously adapts HR policies to maintain productivity and ensure equitable treatment across its global operations.

Questions :

- a) What is the international labour market and how does GlobalTech utilize it ?
- b) Mention two challenges GlobalTech faces in the international labour market.
- c) How should GlobalTech attract and retain international talent ?
