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IV Semester M.B.A. (Day and Evening) Degree Examination, December - 2023

MANAGEMENT

Strategic HRM

(CBCS Scheme)

Paper : 4.4.2

Time : 3 Hours **Maximum Marks : 70**

SECTION - A

Answer any Five questions from the following. Each question carries 5 marks. **(5×5=25)**

1. Explain the role of HRM in Knowledge Economy.
2. Differentiate between Strategic HR Vs. Traditional HR.
3. How do you link HRM with Firm Performance?
4. What are the various strategic management frameworks?
5. Outline the salient features of HR Bundles Approach.
6. Examine the significance of Strategic HR in M and A.
7. Explain the essential components of Reward Management System.

SECTION - B

Answer any Three questions from the following. Each question carries 10 marks. **(3×10=30)**

8. Explain Organisational Disruption with the help of VUCA Environment in detail.
9. Explain the importance of Sustained competitive advantages through inimitable HR practices.
10. Explain the dimensions of Intercultural competence and modes of cross cultural training.
11. Write short notes on:
    a) Strategic options and HR decisions.
    b) HR strategy for International Mergers and Acquisitions.

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SECTION - C

This is compulsory. It carries 15 marks. **(1×15=15)**

12. Read the case given below and answer to the questions given at the end.

Mahindra & Mahindra (M&M) is a major player in the tractor and certain segments of automobile market in India. After an impressive growth for few years, the tractor market in India has been stagnating during 1998-1999 to 2000-2001.

M&M has been selling its tractors and utility vehicles in foreign markets including USA. Some of the components for its products have been sourced from abroad.

M&M has a 100 percent subsidiary in USA, Mahindra USA, with a strong network of 100 dealers.

Mahindra has five percent share in the US market in the 28-30 horse power (HP) range.

As a part of the strategy aimed at building a global supply chain, Mahindra USA has signed a memorandum of understanding (MoU) with Korean tractor major Tong Yang, a part of the $ 2 billion Tong Yang Mooslam group, according to which Mahindra will source high horsepower (mostly 25-40 hp range) and sell them around the world under the M&M brand name. To start with, the premium range of tractors will be sold in the US.

M&M's current tractor range is more utility-oriented and lacks the aesthetic appeal that Tong Yang's tractors have, a must for a strong presence in the US market.

Questions.

a) What are the advantages and disadvantages of global sourcing?

b) How will the foreign market expansion help M&M?

c) How does the strategic alliance with Tong Yang benefit M&M?