Program:	**T.Y.B.Com (MS)**	**Semester:** V	**Program Code:** UGMS02
Course:	**Strategic Human Resource Management (SHRM)**		**Course Code:** NUMS511
Duration:	**2 Hours**	**Examination Pattern:** NEP Autonomous -External	**Max. Marks:** 60

Instructions:

1. All questions are compulsory.
2. Figures to the right indicate full marks.
3. Draw neat diagrams wherever necessary.
4. CO (Course Outcome), KL (Knowledge Level).

Examination:

REGULAR

Q. 1		**Attempt the following.**	[15]	CO's	KL's
	(a)	**Fill in the blanks with an appropriate answer from the alternatives given.**	[08]	CO1, CO2, CO3, CO4	L1-L2

I	_____ is a major difference between traditional HRM and SHRM.				
	a.	SHRM ignores business goals	b.	SHRM is strategy-oriented	
	c.	Traditional HRM is always long-term	d.	Traditional HRM uses no HR practices	
II	An organisation facing more employees than required has _____.				
	a.	HR shortage	b.	HR surplus	
	c.	Talent community	d.	Competency gap	
III	SHRM primarily focuses on _____.				
	a.	Routine record-keeping	b.	Supporting organisational goals	
	c.	Reducing communication	d.	Eliminating planning	
IV	_____ is an important requisite of a sound HR policy.				
	a.	Ambiguity	b.	Frequent contradiction	
	c.	Lack of communication	d.	Clarity and consistency	
V	DEI in HR policies promotes _____.				
	a.	Unequal opportunities	b.	Exclusion of employees	
	c.	Unfair recruitment	d.	Fair and inclusive workplace practices	

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		VI	The HR Scorecard is used to _____.						
			a.	Recruit employees only	b.	Evaluate HR contribution using relevant measures			
			c.	Prepare payroll only	d.	Replace HR policies			
		VII	Reward strategies are important because they can _____.						
			a.	Recognise and motivate employees	b.	Reduce employee involvement			
			c.	Prevent career development	d.	Eliminate performance feedback			
		VIII	Employer branding is a recruitment approach used to _____.						
			a.	Build an attractive image as an employer	b.	Reduce applicant interest			
			c.	Eliminate talent acquisition	d.	Avoid recruitment communication			
	(b)	**State whether the following statements are true or false.**					**[07]**	**CO1, CO2, CO3, CO4**	**L1-L2**
		I	Top management has a role in successful SHRM implementation.						
		II	The High Involvement Management Model encourages employee participation.						
		III	Employee engagement is concerned only with employee salary.						
		IV	A sound HR policy should be unclear so that managers can interpret it differently.						
		V	Strategic HR planning helps organisations prepare for future manpower needs.						
		VI	AI and social media can be used as tools in strategic recruitment.						
		VII	Employee relations strategies can help maintain workplace harmony.						
Q. 2		**Answer the following.**					**[15]**	**CO's**	**KL's**
	(a)	Differentiate between Strategic Human Resource Management and Human Resource Management.					**[08]**	**CO1**	**L4**
	(b)	Discuss the strategies used to manage HR surpluses and shortages in organisations.					**[07]**	**CO2**	**L4**
		OR							
	(c)	Explain the High-Performance Working Model, High-Commitment Management Model, and High-Involvement Management Model of SHRM.					**[08]**	**CO1**	**L4**
	(d)	Discuss Strategic Compensation, Reward Strategies, Employee Retention Strategies, and their role in enhancing employee performance.					**[07]**	**CO2**	**L4**

Q. 3		**Answer the following.**	[15]	CO's	KL's
	(a)	Define HR policies and explain their main features, purpose, and importance in an organisation.	[08]	CO3	L2
	(b)	Describe the factors that influence it and the strategies used to improve it in an organisation.	[07]	CO4	L2
		OR			
	(c)	Enumerate the importance of reviewing and updating HR Policies and their integration with Diversity, Equity, and Inclusion (DEI) practices.	[08]	CO3	L2
	(d)	Explain the new approaches to recruitment such as Employer Branding, e-Recruitment, Virtual Career Fairs, and Talent Communities.	[07]	CO4	L2
Q. 4		**Analyse the case and answer the following.**	[15]	CO's	KL's
		QuickServe Logistics has received a large contract and needs to recruit 100 employees within three months. Earlier, the organisation relied mainly on newspaper advertisements and employee references. This method is now considered too slow for the company's urgent manpower requirements. The HR manager proposed a strategic recruitment and selection process aligned with the company's expansion plans. Online job portals and social media platforms would be used to reach a larger pool of candidates. The company also planned to use AI-based tools to screen applications according to specified job requirements. Management was interested in AI because it could help HR handle a large number of applications more efficiently. However, the HR manager emphasised that human judgement would still be required during interviews and final selection. The company also wanted to strengthen its social media presence so that potential applicants could understand the organisation, job opportunities and work culture. The objective was not merely to fill vacancies but to attract suitable employees who could contribute to the organisation's long-term success. **Questions:** 1. What is strategic recruitment and selection? State its need. [05] 2. Explain any three uses of AI in recruitment and selection. [05] 3. Assess the effectiveness of social media as a strategic recruitment tool for QuickServe Logistics and recommend ways to use it to attract suitable candidates and strengthen the organisation's employer image. [05]		CO1, CO3, CO4	L1-L5

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