



PG – 603

IV Semester M.B.A. Degree Examination, July 2018
(CBCS)

MANAGEMENT

4.4.1 : Strategic Human Resource Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

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

1. Explain the concept of SHRM and its need in today's world.
2. 'Implementation of HR strategies can enhance organizational performance'. Comment.
3. Discuss various types of HR strategies.
4. Define competencies. How competencies are useful in HR strategies ?
5. Elaborate HR strategies for development of cultural development.
6. What do you mean by employee turnover ? Explain.
7. Explain the role of Total Quality Management in managing change and organizational development.

SECTION – B

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

8. Explain the concept of Job analysis and correlate its importance and significance with SHRM. .
9. What is staffing ? Critically analyse hiring consideration in BPO firms.
10. Discuss 'Compensation dimension' and also explain how these are related to the organizational strategies.
11. Identify and discuss the major strategic choices/issues an employer/organization faces in designing a performance management system.

P.T.O.



SECTION - C

12. Compulsory Case Study :

(1×15=15)

Suresh Kumar was production manager for Singer Industries Limited, a Noida-based electrical appliances company near Delhi. Suresh had to approve the hiring of new supervisors in the plant. The HR manager performed the initial screening.

On Friday afternoon, Suresh got a call from Anil Dhavan, Singer's HR Director. 'Suresh' Anil said, "I have just talked to a young engineering graduate from a regional engineering college who may be just who you're looking for to fill that supervisor job you asked me about. He has some good work experience in a multinational firm located in Pune, but at a lower salary level. He wants to come over to Noida where his parents live." Suresh replied. "Well, Anilji, I would take care of the boy" Anil continued, "He is here right now in my office, I am sending him to you, if you are free." Suresh hesitated a moment before replying, "Great Sir, I am certainly busy today, but I can't afford to displease you either. Sir, Please send him immediately!"

A moment later, Ranga Rao, the new applicant arrived at Suresh's office and introduced himself. "Come on in Rao", said Suresh. "I'll be right with you after I make a few urgent phone calls." Fifteen minutes later, Suresh finished the calls and began interviewing Rao. Suresh was quite impressed. The merit certificates, the best suggestion award from previous multinational firm and Rao's quick responses revealed the candidate's potential. Meanwhile, Suresh's door opened and a supervisor yelled, "we have a small problem on line number 5 and need your help."

"Sure", Suresh replied, "Excuse me a minute, Rao." Fifteen minutes later, Suresh returned and the dialogue continued for another few minutes before a series of phone calls again interrupted him.

The same pattern of interruption continued for the next forty minutes. Rao looked at the watch embarrassedly and said, "I am sorry, Suresh, I have to go now. I have to catch the train to Pune at 9 P.M.

"Sure thing, Rao," Suresh said as the phone rang again. "Call me after a week".

Questions :

- 1) What specific policies might a company follow to avoid interviews like this one ?
- 2) Explain why Suresh and not Anil should make the selection decision.
- 3) Is it a good policy to pick up candidates through 'employee referral method' ? Why ? or Why not ? Explain keeping the case in the background.



PG – 878

IV Semester M.B.A. Degree Examination, July 2017
(CBCS Scheme)
Management

4.4.1 : STRATEGIC HUMAN RESOURCE MANAGEMENT

Time : 3 Hours

Max. Marks : 70

Instruction : Answer all Sections.

SECTION – A

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

1. What is HR Environment ? What are the latest Environmental Trends ?
2. Highlight the role of HRM in knowledge economy.
3. What is the meaning of HR systems ? List the types of HR systems.
4. Explain the Strategic HR Planning Model.
5. How do you link HRM with Firm Performance ?
6. What are the various strategic management frameworks ?
7. Outline the salient features of HR Bundles Approach.

SECTION – B

Answer **any three** of the following questions. **Each** question carries **ten** marks. (3×10=30)

8. What is Strategic HRM ? Differentiate between Strategic HR vs. Traditional HR.
9. Write a brief note on the following :
 - a) Evolution of Strategic HRM.
 - b) Perspectives of Strategic HRM.
10. What do you understand by Portfolio Process ? Explain the structure related strategic responses to changing environment. Give examples.
11. What are Mergers and Acquisitions ? Examine the significance of Strategic HR in M & A.

P.T.O.



SECTION – C

This is **compulsory**. It carries **fifteen** marks.

(1×15=15)

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

Jennifer Carter graduated from State University in June 2005 and after considering several job offers, decided to do what she always planned to do – go into business with her father, Jack Carter.

Jack Carter opened his first Laundromat in 1995 and his second in 1998. The main attraction of these coin laundry businesses for him was that they were capital – rather than labour intensive. Thus, once the investment in machinery was made, the stores could be run with just one unskilled attendant and none of the labour problems one normally expects from being in the retail service business.

The attractiveness of operating with virtually no skilled labour notwithstanding, Jack had decided by 1999 to expand the services in each of his stores to include the dry cleaning and pressing of clothes. He embarked, in other words, on a strategy of “related diversification” by adding new services in each of his stores to include the dry cleaning and pressing of clothes. He embarked, in other words, on a strategy of “related diversification” by adding new services that were related to and consistent with his existing coin laundry activities. He added these for several reasons. He wanted to better utilize the unused space in the rather large stores he currently had under lease. Furthermore, he was, as he put it, “tried of sending out the dry cleaning and pressing work that came in from our coin laundry clients to a dry cleaner 5 miles away, who then took most of what should have been our profits”. To reflect the new, expanded lines of services, he renamed each of his two stores Carter Cleaning Centers and was sufficiently satisfied with their performance to open four more of the same type of stores over the next 5 years. Each store had its own on-site manager and on average, about seven employees and annual revenues of about \$5,00,000. It was this 6-store chain that Jennifer joined after graduating.

Her understanding with her father was that she would serve as a troubleshooter/consultant to the elder Carter with the aim of both learning the business and bringing to it modern management concepts and techniques for solving the business’s problems and facilitating its growth.

Questions for Case Analysis :

- 1) Make a list of five specific strategic HR problems you think Carter Cleaning will have to grapple with.
 - 2) What would you do first if you were Jennifer ? Discuss.
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IV Semester M.B.A. Degree Examination, July 2016
(CBCS)

MANAGEMENT

4.4.1 : Strategic Human Resource Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions. **Each** carries 5 marks. (5×5=25)

1. What are the advantages of strategic HR planning ?
2. How are business strategy and HR strategy linked ?
3. What are the different strategies applied for effective recruitment and selection ?
4. Distinguish between strategic HR and traditional HR.
5. What are the HR issues in Outsourcing ?
6. List the barriers to Strategic HR.
7. Discuss the strategic options in organizational restructuring.

SECTION – B

Answer **any three** questions. **Each** question carries 10 marks. (3×10=30)

8. Discuss the strategies for maximizing HR productivity.
9. Examine the role of strategic HR in Mergers and Acquisitions.
10. Discuss the strategic responses of organizations to changing environment.
11. Describe HRM in knowledge economy.



SECTION – C

Case Study : Compulsory.

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Hindustan Teleprompters LTD (HTL) was initially set up to manufacture electromechanical Teleprompters and associated accessories in technical collaboration with an Italian company by name Olivetti. But within a few years, indigenization was completed. The company was the only company in India, which was manufacturing Teleprompters and was supplying to the department of telecommunications. During the first ten years of operations, the company made reasonable profits and built up fair amount of reserves and surplus. In theninties, the company looked for queues of diversification as the demand for Teleprompters had become stagnant. Export markets were not the answer as the electronic Teleprompters had already entered into the scene. The company had decided to go in for the manufacture of electric typewriters. It was to be an indigenous machine based on in-house research. The management hoped to sell it at a modest price of Rs. 5,000. But the project failed. In 2002, the entire market as changed and the other companies came with electronic type writers and the HTL was not in a position to sell its products. In addition, the requirements for Teleprompters whether electro mechanical or electronic has dwindled due to the introduction of fax machines on telephone lines and customers are not interested in telex machines.

Questions :

- a. Comment on the company's strategic decision in going for electric type writers; and
- b. Discuss the areas of strategic decision where the company has failed.