



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.





## 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.