Seat No.: _____ Enrolment No._____

GUJARAT TECHNOLOGICAL UNIVERSITY

MBA – SEMESTER 4 – EXAMINATION – SUMMER 2016

Subject Code: 2840302 **Date:07/05/2016**
Subject Name: Strategic Human Resource Management
Time: 10.30 AM TO 01.30 PM **Total Marks: 70**
Instructions:

1. **Attempt all questions.**
2. **Make suitable assumptions wherever necessary.**
3. **Figures to the right indicate full marks.**

Q. No.	Multi Question and Option	06
Q.1 (a)	Quantitative measure of employee turnover and hours of training per employee is called	
1.	A. human resource metrics B. evidence based management C. high performance work system D. None of above	
2.	Step in which employer and employee discuss his performance and plans for future is A. defining job B. feedback session C. training session D interview sessions	
3.	Loss of customer contacts, break-in time of employees and unfamiliarity with products of organization are classified as A. separation costs B. productivity costs C. training costs D. hiring costs	
4.	Number of employees separation during a specific period is divided by number of employees at midmonth and is multiplied to 100 is used to calculate A. absenteeism rate B. satisfaction rate C. turnover rate D. employment rate	
5.	Most flexible type of training in which employees are trained while performing tasks and responsibilities associated with job is classified as A. informal training B formal training C. on job training D. off job training	
6.	Kind of interviews taken place in organizations to ask about possible reasons leads to job turnover are classified as A. employee firing interview B. transfer interviews C. termination interviews D. exit interviews	

Q.1	**(b)**	1. Marxov Method 2. Skill based compensation 3. Broad banding 4. Strategic fit	04
Q.1	**(c)**	Define Purchase portfolio matrix for analyzing efficiency in resource allocation.	04
Q.2	**(a)**	What is a business organization? How environmental forces compel it to plan its actions well in advance?	07
	(b)	Human resource-based competitive advantage could be built from employee skills and expertise, organizational culture, and human resource systems. Among these three methods which one a tough challenger would find hardest to duplicate and why?	07
		OR	
	(b)	Imagine a company just hired you as a consultant to help it deploy its employees better so that their core competency increases. How would you go about identifying their core competency?	07
Q.3	**(a)**	Compare the virtues and vices of seniority and performance-based compensation policies.	07
	(b)	You are being appointed as Middle level HR manager at manufacturing company. Your first posting was in the production department where 500 operators working on various types machine jobs. One day your GM (Production) told you that high absenteeism of the operators is one of the most serious issue for progressive erosion of the company's compensation position. He asked for your suggestion to control the operators' absenteeism. How would you approach the problem?	07
		OR	
Q.3	**(a)**	What are the limitations of internal HR development strategy and how it can be overcome?	07
	(b)	You are being appointed as HR management of moderate size bank which there in all the states of India. Your Senior Manager asked you to prepare skill inventory of all the officers of the bank. What would you do? How skill inventory report could help the bank for further strategic plan?	07
Q.4	**(a)**	What are the prospects and potential problem from union involvement in company business strategy plan?	07
	(b)	Explain the external sources of strategic recruitment.	07
		OR	
Q.4	**(a)**	What are the Business and HR implications of outsourcing?	07
	(b)	Why does a company acquire or merge with another company?	07

Q.5 Berkely Investments is a reputed finance company having 15 branches in different part of the country. In the home office there are more than 200 employees. This company has a performance rating under which the employees are rated at six months intervals by a committee of two executives. Graphic scales have been used as means of appraisal. The qualities considered are responsibility, initiative, and interest in work, leadership potential, co-operative attitude and community activity. After the performance is evaluated, the ratings are discussed with the concerned employees by their immediate boss who counsels them. The ratings aroused to influence promotions and salary adjustments the employees and also as a criterion for assigning further rating for them. Recently three employees of the company called on the company's president to express their dissatisfaction with the ratings they had received. Their scores and composite ratings had been discussed with them. Because their ratings were comparatively low, they had been denied annual increments in salary. Approximately, two thirds of all the employees received such increments. The aggrieved employees argued that their ratings did not accurately represent their qualifications or performance. They insisted that "community activity" was not actually a part of their job and that what they do off the job is none of the company's business. They expressed their opinion that employees should organize union and insist that salary increase be automatic. The threat of a union caused concern to the officers of the company. This particular experience convinced the top officers that ratings may represent a serious hazard to satisfactory relationship with employees. Even the chief executive finds that performance appraisal is a dangerous source of friction and its hazards outweigh its values; so it should be discontinued altogether. 14

Questions:

1. How far do you agree with the management that performance appraisal should be discontinued?

2. If you were the HR manager, how would you tackle the situation? What modifications would you suggest in the performance appraisal system of the company.

OR

Q.5 Amrit Electrical is a family owned company of approximately 250 employees. Mr. Rajesh Khaitan recently took over as president of the company. A short time after joining the company, he, began to following a discussion with the HR director that the pay of the salaried employees was very much a matter of individual bargaining. Factory workers were not a part of the problem because they were unionized and their wages were set by collective bargaining. An examination of the salaried payroll showed that there were 75 employees ranging in pay from that of the president to that of receptionist. A closer examination showed that 20 of the salaried employees were females. Five of these were front time factory superiviors and one was the HR director. The other fourteen were non-management. This examination also showed that the HR director was underpaid and that the five female supervisors were paid somewhat less than any of the male supervisors. However, there were no similar supervisory jobs in which there were both male and female supervisors. When questioned, the HR director said that she thought that the female supervisors were paid at a lower rate mainly because they were women and because they supervised less skilled employees than did the male supervisors. However, Mr. Khaitan was not convinced that this was true. He decided to hire a compensation consultant to help him. Together they decided that all 75 salaried jobs should be in the same job evaluation cluster, that a modified job evaluation method should be used and that the job descriptions recently completed by the HR director were correct and usable in the study, the job evaluation also showed that the HR director and the five female supervisors were being underpaid in comparison with the male employees. Mr. Khaitan was not sure, what to do. If he gave these four female employees an immediate salary increase which may large enough to bring them upto where they should be, he was afraid the male supervisors could be upset and the female supervisors might comprehend the situation and demand arrears of pay. The HR director agreed to take a sizeable salary increase with the no arrears of pay. So this part of the problem was solved. Mr. Khaitan believed that he had three choices relative to the female supervisors: (1) To gradually increase their salaries (ii) to increase their salaries immediately (iii) to do nothing. 14

Questions:

1. What would you do if you were Mr. Khaitan? And Why?
2. How do you think the company got into a situation like this in the first place?

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