

[Dec-16]

[MPDHR-304]
MBA (HRM) Degree Examination

III SEMESTER

STRATEGIC HUMAN RESOURCE MANAGEMENT

(Effective from the admitted batch 2009-10)

Time: 3 Hours

Max. Marks: 70

Instructions: All parts of the unit must be answered in one place only.
Figures in the right hand margin indicate marks allotted.

SECTION-A

1. Answer any **Five** of the following:
 - a) What are barriers to strategic HR?
 - b) Formulation of HR strategy
 - c) What are strategic issues in staffing?
 - d) Define strategic training
 - e) What is HR audit?
 - f) Define HR outsourcing
 - g) Nature of cross-cultural training
 - h) Define HR planning

SECTION-B

Answer all questions:

UNIT-1

2. a) Explain strategic framework for HRM with suitable examples

OR

- b) Compare & contrast the Traditional HR versus Strategic HR

UNIT-II

- 3.a) Explain the 5P model for linking strategic business needs & strategic HR management activities

OR

- b) Compare & contrast the advantages & disadvantages of Human resource based & Physical resource based competitive advantages

UNIT-III

4. a) Explain in brief different individual dimension of diversity, How workforce diversity is managed strategically in business organization?

OR

- b) What is succession planning in HRM? What are the pros & cons of disclosing succession planning in strategic HRM?

UNIT-IV

5. a) Define strategic industrial relations. Critically evaluate the effectiveness of collective bargaining in strategic industrial relations in a globalised economic era

OR

- b) What is performance management? Which five strategic decisions organization have to take for establishing performance management system?

UNIT-V

6. a) List out the critical drivers of outsourcing? Which are the different business & HR concerns to be observed for human resource outsourcing? Explain them brief

OR

- b) Discuss critical strategic issues in managing global human resource

SECTION-C

7. Case Study (Compulsory):

A Malaysian electronics company promoted its HR manager, who is also South Korean and a bachelor's degree holder in Psychology to the level of the CEO of the company, based his commitment and seriousness in rendering his responsibilities in his earlier jobs in different departments as well as at various levels. The company employed an India expatriate-a master's degree holder in human

resource management as the head of human resource department and a Fiji national-who did his master's program in Political Science and a senior executive of a professional human resource association as assistant human resource manager. These three executives used to share their experiences and knowledge in human resource management in formulating HRM policies, crafting HR as well as organizational strategies and HR practices of the company

The assistant HR manager brought vibrant policies in designing HR strategies in his area of operation of compensation management and earned credits for his from HR manager as well as CEO of the company. Having earned the credits of the seniors, the assistant HR manager acquired the Malaysian work culture into the organization by adopting practices like moonlighting, flexible schedules, flexible work programs that affect the work performance of the employee as well as the supply chain and the organizational performance adversely

The head of HR department and the CEO were aware of the developments leading to the shifts in the work behavior of the assistant human resource manager and consequently its adverse affects on the delivery of the employee concerned and the department as a whole. However, they were tolerating the behavior of the assistant HR manager and have given the benefit of doubt in his favor. Ultimately, the level of irregularity cropped up leading to a noticeable event. The CEO informally told assistant HR manager to meet him to discuss the problem and settle the issue. The assistant HR manager paid a deaf ear and resorted to an unexpected and undesirable behavior situation, resulting in a three-dimensional whistle blowing in the company

Questions:

- a) According to you, what are the factors leading to undesirable situation for the company.?
- b) What global HR strategies would you suggest to prevent such situations?
- c) At present what would you do to bring the situation under control?