

**2016
MBA**

MBA 4.6 (A)

STRATEGIC HUMAN RESOURCE MANAGEMENT

Full Marks : 70

Time : 3 Hrs

The figures in the margin indicate full marks for the questions

SECTION A

Answer any five:

2x5=10

1. What is Strategic Management? 2
2. What is Downsizing? 2
3. What are the challenges for KPO in India? 2
4. What are the components of an Employee Rewards and Compensation Strategy? 2
5. What is Learning Organisation? 2
6. What is Employment Selection Strategy? 2
7. What is Organisational Power? 2

SECTION B

Answer any five:

4x5=20

1. Describe the Theory of Resource based for Strategic Human Resource Management? 4

2. Describe the concept of Human Resource Outsourcing. 4
3. What is the need for Performance enhancing strategies? 4
4. Discuss the impact of SPMS on Business performance. 4
5. What is ESOP? And it's important goals? 2+2
6. Describe the strategies used to deal with Employee Surplus. 4
7. Why is it important to consider the human side also during a Mergers and Acquisition? 4

SECTION C

Answer any four:

8x4=32

1. Explain the steps involved in Strategic Human Resource Management and describe the Theory of Behavior for Strategic Human Resource Management? 4+4
2. Mention the benefits of BPO. 8
3. Elaborate the different types of KPO. 8
4. Describe Executive Compensation and its components. 2+6
5. What is Multi-Skilling? And what are its categories? 2+6
6. What are the standard selection strategies used by an organization? 8
7. What is Culture? What are its characteristics? 2+6

SECTION D

CASE STUDY

(Compulsory Question carrying 8 marks)

Ms. Subhashini had graduated with a degree in foreign languages. As the child of a military family, she had visited many parts of the world and had traveled extensively in Europe. Despite these broadening experiences, she had never given much thought to a career until her recent divorce from Mr. Srinivas. Needing to provide her own income, Ms. Subhashini began to look for work. After a fairly intense but unsuccessful search for a job related to her foreign language degree, she began to evaluate her other skills. She had become a proficient typist in college and decided to look into secretarial work. Although she still wanted a career utilizing her foreign language skills, she felt that the immediate financial pressures would be eased in a temporary secretarial position. Within a short period of time, she was hired as a clerk/typist in a typing pool at Life Insurance Company. Six months later, she became the top typist in the pool and was assigned as secretary to Mrs. Arora, manager of marketing research. She was pleased to get out of the pool and to get a job that had more variety in the tasks to perform. Besides, she also got a nice raise in pay. Everything seemed to proceed well for the next nine months. Mrs. Arora was pleased with Subhashini's work, and she seemed happy with her work. Subhashini applied for a few other more professional jobs in other areas during this time. However, each time her application was re-

jected for lack of related education and/or experience in the area. Over the next few months, Arora noticed changes in Subhashini. She did not always dress as neatly as she had in the past, she was occasionally late for work, some of her lunches extended to two hours, and most of her productive work was done in the morning hours. Arora did not wish to say anything because Subhashini had been doing an excellent job and her job tasks still were being accomplished on time. However, Subhashini's job behavior continued to worsen. She began to be absent frequently on Mondays or Fridays. The two-hour lunch periods became standard, and her work performance began to deteriorate. In addition, Arora began to suspect that Subhashini was drinking heavily, due to her appearance some mornings and behavior after her two-hour lunches.

Arora decided that she must confront Subhashini with the problem. However, she wanted to find a way to help her without losing a valuable employee. Before she could set up a meeting, Subhashini burst through her door after lunch one day and said: "I want to talk to you Mrs. Arora."

"That's fine," Mrs. Arora replied, "Shall we set a convenient time?"

"No! I want to talk now." "OK, why don't you sit down and let's talk?" Arora noticed that Subhashini was slurring her words slightly and she was not too steady.

"Mrs. Arora, I need some vacation time."

"I'm sure we can work that out. You've been with the