

2017

MBA

Paper : 4.6 a

**STRATEGIC HUMAN RESOURCE MANAGEMENT**

Full Marks: 70

Time: 3 hours

The figures in the margin indicate full marks for the questions

**SECTION A**

**Answer any five:**

2x5=10

1. Why should we do SWOT Analysis?
2. What are Retention Strategies?
3. What is Reward Strategy?
4. What is the outcome of the efficient utilization of Human Resources?
5. What is Redeployment?
6. Define Organizational Culture.
7. What is Competitive Advantage?

**SECTION B**

**Answer any five:**

4x5=20

1. How do you implement Downsizing as a strategy in an organisation?
2. What are the purposes of SPMS?
3. Succession planning is a specific strategy. Explain the statement.
4. How does Skill Based Pay differ from Traditional Pay System?

5. Discuss the human side of Mergers & Acquisition.
6. Describe Compensation Strategy.
7. What are KPO and LPO?

### SECTION C

Answer any four:

8x4=32

1. Elaborate the concept of Strategic Human Resource Models.
2. Describe the Performance Enhancing Strategies.

Or

State the benefits of KPO.

3. What are the Building Blocks of Learning Organization?
4. Elaborate the types of Training Strategies.
5. How do you deal with employee shortage?
6. How does developing HR become a Strategic Value Addition Function?
7. State the importance of SHRM.

### SECTION D

#### CASE STUDY

(Compulsory Question carrying 8 marks)

#### **Fun at Hitech**

Hitech Corporation (Hitech) is a well known IT company based in Hyderabad, India. Hitech provides networking solutions to many Fortune 500 companies. Started in 1990 by two technology experts, Hitech currently has almost \$40 million in annual revenue. When

the founders started the company, they established as one basic value that working at Hitech should be enjoyable as well as profitable. That belief has helped create a company culture today that gives Hitech competitive advantages when recruiting and retaining talented workforce in the challenging labour market of IT.

Because recruitment of talented employees to handle growth at Hitech is so crucial, the HR unit has an aggressive employee referral program which pays employees up to \$5,000 for referring new hires who stay with the firm. The HR unit prides itself on prompt feedback to potential employees. Other "fun" programs include-

- Football, pool tables, volleyball courts, assorted video games, pianos, ping pong tables, and gyms that offer yoga and dance classes.
- Grassroots employee groups for all interests like meditation, gourmet cooking and salsa dancing.
- Healthy lunches and dinners for all staff at a variety of cafe.
- Theme parties organised each month. Last month Hitech had its executives wearing animal costumes as part of a "jungle" party.

These fun initiatives have a more important business purpose- to demonstrate that people are important at Hitech. Is all this fun profitable? Hitech's answer is an unqualified yes. Over 40% of all Hitech's new employees come from the employee referral program. The firm's cost to hire each new employee is about \$5,000 less

than the industry average. Even more important, those hired stay longer as indicated by its retention rate of 42 months compared to the industry average of 20 months. Also, employee turnover is about 6% annually, significantly below the industry average. It is obvious that Hitech's approach to HR management is paying off, both in an enjoyable company culture and in contributing to organizational success.

### **Case Study Questions**

What according to you could be the pros & cons of "fun at work" strategy used by an organisation? 4+4=8