

VPM's
DR VN BRIMS, Thane
Programme: MMS (2014-16)
Fourth Semester Examination April 2016

Subject	Strategic Human Resource Management		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages		Date	09-04-2016

Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.

Q1) Read the case and answer the questions - 20 Marks (Compulsory)

James Windham was the manager of a JBS & Co, a meat packing factory whose 500 employees included over 100 Muslim workers. The majority of these Muslim workers had emigrated from Somalia. Windham was pleased with their hard work and commitment to jobs that were less than glamorous and he considered them essential employees.

When he had hired the Muslim workers, Windham had agreed to allow them to have their breaks at sunset so that they could properly observe the Muslim holy month of Ramadan. While such an exception was an irregularity, Windham believed that it was an appropriate response to the religious needs of such a large percentage of his employee base.

Since the start of Ramadan, the Muslim workers' break time had become more of an issue that he had expected. Because of the constant shift of both sunrise and sunset, Windham was faced with the logistical problem of planning the factory workday. In fact, while he viewed the decision to allow the breaks at varying times as an effort to be flexible, he found the new schedule to be just the opposite. During the other months of the year, worker breaks were often adjusted based on daily tasks and if a job that had been started early in the morning looked like it would encroach on the usual break time, the employees had no problem simply moving the break to a later time. Now, with the Muslim workers needing to take breaks at very precise times, focus and momentum were often lost, resulting in a loss in productivity.

Windham was not the only one who noticed the effects of the Muslim workers' new schedule. Most of the factory's other employees were locals whose families had lived there for a number of generations. While cultural differences between the workers had never been a problem at the factory, the changing break times were causing tension. Many workers complained that the changing break times were erratic and a distraction to their own ability to work. Some expressed outright anger at the company's deference to the Muslim workers and claimed that it demonstrated favoritism. Such sentiments had also been echoed in the town where some people had said that the Somali immigrants should adapt to the American way of life.

Because of the productivity issues, complaints from other employees and concerns about the credibility of his management, Windham began to consider about rethinking his agreement with the Muslim workers. While they were a sizeable group, the Muslim workers were still a minority at the factory and could cause serious problems in production and workplace culture if they chose to protest. Since the Muslim workers had begun working in the factory, the productivity had gone up measurably. The Muslim workers were often the ones who were ready to work long hours and there was no question that their contribution to the factory output was significant. Also, Windham was not convinced that their request was unreasonable. Having developed a friendly relationship with many of them, he had no doubt that the workers' request was a genuine effort to practice their faith and he did not believe that the drop in productivity was deliberate.

- (a) What are the factors that Windham must keep in mind while reconsidering his decision about his agreement with the Muslim workers?
- (b) Should Windham allow the workers to take the breaks for prayers as per their prayer times or not? Support your answers with convincing reasons.
- (c) How should Windham ensure that there is no conflict between the Muslim workers and the other workers and that the productivity of the factory does not drop?

Attempt Any FOUR from the Remaining SIX Questions

Q2) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Changes in Demographic, Societal and Workforce trends have thrown up huge challenges for HR. Explain the nature of these challenges.
- b) Explain the characteristics of culture and how it affects our values, attitudes and behavior
- c) What is Workforce Diversity? What are the primary and secondary sources of workforce diversity

Q3) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Explain the role of non verbal communication in interpersonal interactions.
- b) Describe the phases of the mentoring relationship
- c) Differentiate between Performance appraisal and Performance Management

Q4) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) What are the various rater biases and errors in Performance Management?
- b) Differentiate between Traditional HR and Strategic HR
- c) Describe the basic process for developing an HR Strategy.

Q5) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) How can HR Strategies be integrated with Business Unit Strategies?
- b) Describe the Human Resource Planning process.
- c) Differentiate between Recruitment and Selection

Q6) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) How do Recruitment and Selection strategies differ across companies which adopt Defender, Prospector and Analyzer type of Business Strategy?
- b) What do you mean by Competencies? Explain the different types of competencies
- c) Explain the various stages in the career of an individual

Q7) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) What are the Internal and External influences on Human Resource Acquisition?
- b) Discuss David Ulrich's Four Role Model of Strategic HR.
- c) Explain the impact of Strategic HR Practices on Employee and organizational Performance