

VPM's
DR VN BRIMS, Thane
Programme: MMS (2015-17) (HR)
Fourth Semester Examination April 2017

Subject	Strategic Human Resource Management		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages	2	Date	11.04.2017

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

Q1) Read the Case and Answer the questions given below 20 Marks (Compulsory)

Geeta is working as a compensation analyst with Biomed Equipments Inc., a high technology firm which manufactures state of the art biomedical equipment. She joined the company upon graduation at the age of 21 years. She has been working in the company since the past six years. During the first two years of her employment, she quickly advanced up the organizational hierarchy in the HR department, moving into the positions of personal assistant, personnel executive and finally into her present position of Compensation Analyst. She had agreed to move into the highly specialized position of Compensation Analyst on the advice of the Director of HR. According to the Director, this sequence of jobs would prepare her well for higher level managerial responsibilities.

Geeta has been a compensation analyst for the past two years. Since last year, she has complained frequently about the lack of challenges on the job. She also feels that now she is ready to assume significant managerial responsibilities. As far as Geeta's performance appraisals are concerned, they have always been positive. She has been promised a promotion for over a year. Now she assumes that she has not yet received a promotion because no position has been available. Geeta has informed her supervisor that she is willing to transfer out of compensation or even out of the human resources department to secure a managerial position. Recently, however, her supervisor implied that Geeta's lack of a professional degree is hindering her advancement.

- (a) Diagnose Anjana's current career stage and the problem with her career.
- (b) Identify the major concerns Anjana is confronted with in her present career.
- (c) What types of assistance can Anjana's organization provide to correct this problem?
- (d) Would you advise Anjana to look for a career outside Biomed Equipments Inc? Support your advice with reasons.

Attempt Any FOUR from the Remaining SIX Questions

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

- a) What do you mean by "Distinctive Capability"? What are the criteria which can be used to decide whether a resource can be regarded as a Distinctive Capability?
- b) What are some of the On-the –Job training and management development methods?
- c) How can rewards be linked to the various employee types in any organization?

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

- a) What is Culture? What are the characteristics of Culture?
- b) Define Diversity? Explain the sources of Workforce Diversity?
- c) What are the benefits of Career management for the individual and the organization?

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

- a) What is Mentoring? What is the difference between Mentoring and Coaching?
- b) Explain the process followed by HR as a change agent
- c) Outline some measures which an organization can employ to develop an effective Employer Brand

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

- a) Explain the various rater biases and errors that can occur in a performance management process?
- b) How does Culture affect our Values, Attitude and behavior?
- c) What are the benefits of workforce diversity to the individual, team and to the organization?

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

- a) Explain in detail the factors influencing the selection of training methods in an organization.
- b) How is the nature of work changing in today's organizations and what challenges does it pose for HR?
- c) How can HR strategies be integrated with the Corporate strategies of Growth, Stability and Retrenchment?

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

- a) List out 5 common reasons for employee exit and also outline what measures can be taken to reduce attrition due to each of the reasons.
- b) What are the Core competencies that an HR manager should possess in order to be a Strategic Partner?
- c) Explain Human Resource Planning process and approach