

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER IV – EXAMINATION – WINTER 2019

Subject Code: 2840302**Date:02/12/ 2019****Subject Name: Strategic Human Resource Management****Time:02.30 PM TO 05.30 PM****Total Marks: 70****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

Q.1 (a): Objective Questions**06**

The main difference between market driven strategy and resource driven strategy lies in the way one explains the sources of

1. A. Profitability difference between two firms B. Size difference between two firms
 C. Product market strategies of two firms D. Manpower strategy difference of two firms

When a company is planning to have a workforce who are from different ethnic groups of India then it should

2. A. Place more weight on educational qualification in its final selection B. Give more weight to diversity as an outcome of selection
 C. Give more importance to industry specific work experience D. Give more importance to performance in interview

Temporary employment relations are likely to be more common in companies that

3. A. Operate on project mode B. Work in a seasonal industry
 C. Require a lot of low-skilled workers whose supply positions are high D. All of the above

One of the greatest advantages of having a plant-level trade union is that

4. A. you may be able to make wage and bonus agreement which is less than the market rate B. you satisfy statutory requirements of the state easily
 C. your average plant operating cost per unit product could come down substantially D. there will be a better industrial relations

Most of the failure of acquisitions can be traced to

5. A. Inadequate attention given to soft asset areas B. High debt incurred by the acquirer to buy the target company
 C. Wrong time chosen for acquiring a company D. Inadequate attention given to target company customer base

While assessing performance of a team from strategic point of view of a company, all assessment should necessarily be

6. A. Objective measures B. A mixture of objective and some subjective measures
 C. Analytical D. As per expectation of the members of the team

Q.1	(b) Define the terms:	04
	1. Broad Banding	
	2. Diagnostic Skill	
	3. Markov Method	
	4. Soft Asset due diligence	
Q.1	(c) What are the various factors affecting the organizational micro HR policy? Explain.	04
Q.2	(a) Prepare a note on techniques of Strategic Human Resource Planning.	07
	(b) What is meant by strategic recruitment? Explain some external sources of strategic recruitment.	07
	OR	
	(b) Human resource-based competitive advantage could be built from employee skills and expertise, organizational culture, and human resource systems. Among these three methods which one a tough challenger would find hardest to duplicate and why?	07
Q.3	(a) Why complete outsourcing of the job of strategic selection is not desirable yet selective involvement of outside experts are extensively used in selection of key executives. - Explain	07
	(b) You are being appointed as HR management of moderate size bank which there in all the states of India. Your Senior Manager asked you to prepare skill inventory of all the officers of the bank. What would you do? How skill inventory report could help the bank for further strategic plan?	07
	OR	
Q.3	(a) What is meant by organizational isomorphism? Why does HR service not show high degree of isomorphism and only organization structure show high degree?	07
	(b) After joining as a divisional head of a manufacturing company, you come to know that many of your first line supervisors are very harsh towards the workers working under their supervision. You checked the personal files of those supervisors. You find most of them are highly talented engineers and are from top-ranking institutes of the country. You are planning for some developmental program for them. Among the various areas of development, what areas will you consider as of immediate importance for these first line supervisors?	07
Q.4	(a) “Despite many advantages, 360 degree appraisal method is still not very popular in most Indian business organizations.” – Discuss.	07
	(b) “Trade union could be source of new strategy.” – Comment.	07
	OR	
Q.4	(a) Compare the virtues and vices of seniority and performance-based compensation policies.	07
	(b) “Many times merger and acquisition are more like fish jumping from a frying pan into fire.” - Explain.	07

On January 08, 2006, Toyota Motor Corporation's (Toyota) Indian joint venture company, Toyota Kirloskar Motor Private Limited (TKM) declared a lockout at its plant in Bidadi, Karnataka. The lockout came after two days of agitation by the plant's employees against the dismissal of three workers by the management. The strike was the outcome of an incident that occurred in February 2004 when the management suspended 15 employees on the grounds of disrupting work and for unruly behavior. In 2006, TKM dismissed three of these fifteen employees after a year-long investigation and appraisal of their performance. The management stated that the three employees had been dismissed due to their indiscipline and poor performance. In response to the company's decision, the employees belonging to the TKM Employees' Union (TKMEU) decided to go on strike. They alleged that the three employees had been dismissed because they had been actively participating in the functioning of the TKMEU and demanded that they be reinstated. As of January 2006, TKM had 2,358 employees on its rolls at Bidadi. Of these, 1,550 workers were members of the TKMEU.

Rejecting their demands, TKM's management stated that workers once dismissed would not be taken back. The workers immediately went on strike. The management then declared a lockout stating concern for the safety of the plant and the workers as the reason. It also added that the lockout would continue for an indefinite period until the work atmosphere became peaceful.

Answer the questions:

1. What are the causes that lead to strikes in the factory and its impact on the employees and the company?
2. Why did TKM declared a lockout at its plant in Bidadi, Karnataka? How is TKM managing the same?
3. What various steps are required to be taken by the top management for ensuring peaceful working environment in the company?

OR

Berkely Investments is a reputed finance company having 15 branches in different part of the country. In the home office there are more than 200 employees. This company has a performance rating under which the employees are rated at six months intervals by a committee of two executives. Graphic scales have been used as means of appraisal. The qualities considered are responsibility, initiative, and interest in work, leadership potential, co-operative attitude and community activity. After the performance is evaluated, the ratings are discussed with the concerned employees by their immediate boss who counsels them. The ratings aroused to influence promotions and salary adjustments the employees and also as a criterion for assigning further rating for them. Recently three employees of the company called on the company's president to express their dissatisfaction with the ratings they had received. Their scores and composite ratings had been discussed with them. Because their ratings were comparatively low, they had been denied annual increments in salary. Approximately, two thirds of all the employees received such increments. The aggrieved employees argued that their ratings did not accurately represent their qualifications or performance. They insisted that "community activity" was not actually a part of their job and that what they do off the job is none of the company's business. They expressed their opinion that employees should organize union and insist that salary increase be automatic. The threat of a union caused concern to the officers of the company. This particular experience convinced the top officers that ratings may represent a serious hazard to satisfactory relationship with employees. Even the chief executive finds that performance appraisal is a dangerous source of friction and its hazards outweigh its values; so it should be discontinued altogether.

Questions:

1. How far do you agree with the management that performance appraisal should be discontinued?
2. If you were the HR manager, how would you tackle the situation? What modifications would you suggest in the performance appraisal system of the company?
