

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY

MBA - SEMESTER- IV EXAMINATION – WINTER 2020

Subject Code:2840302

Date:05/01/2021

Subject Name:Strategic Human Resource Management

Time:02:00 PM TO 04.00 PM

Total Marks: 47

Instructions:

1. Attempt any **THREE** questions from Q1 to Q6.
2. Q7 is compulsory.
3. Make suitable assumptions wherever necessary.
4. Figures to the right indicate full marks.

Q.1 (a) Multiple Choice Question

06

- 1 Treating employees as precious human resources is the basis of the _____ approach
A. Hard HRM
B. Soft HRM
C. Medium HRM
D. Utilitarian approach
- 2 The balanced scorecard proposes that organizational success depends on:
A. a focus on only the internal environment of the organization
B. the belief that it is impossible to take a rationalist view of the organization to make optimal choices
C. a constantly changing external environment
D. an ability to develop a complete list of cause and effect relationships driving a firm's success
- 3 Finding ways to reduce _____ is a key responsibility of Management.
A. Dissatisfaction
B. Uncertainty
C. Stress
D. None of the above
- 4 Temporary employment relations are likely to be more common in companies that
A. Requires low-skilled workers
B. Work in a seasonal industry
C. Operate on a project mode
D. All of the above
- 5 SHRM aims to achieve competitive advantage in market by
A. Price
B. Product
C. People
D. Process
- 6 An record of all skills of employees is known as
A. Human Resource Inventory
B. Succession planning
C. Job Analysis Data
D. Management Of Information system

	(b)	List down Intangible Assets of an organization as a source of Competitive Advantage.	06
Q.2	(a)	Discuss the objectives of strategic human resource management.	06
	(b)	Explain various macro and micro parts of human resource Policies and discuss any five in detail.	06
Q.3	(a)	Define HR System. Mention commonly used set of HR systems and its relation with organization's business systems.	06
	(b)	Competitive advantage is easy to build but harder to maintain Entry or duplication barrier is essential requirement. How HR based competitive advantage could get over this challenge?	06
Q.4	(a)	Discuss the various techniques of human resource planning.	06
	(b)	"Wrong Selection is a huge loss to Organization in this competitive scenario." explain this with the concept of Selection Errors. Also Explain the strategy for setting cutoff criteria.	06
Q.5	(a)	Mention types of Outsourcing and why companies resort to Outsourcing?	06
	(b)	Explain in brief: Generic and Strategic Approach to Compensation	06
Q.6	(a)	"Company performance required assessment of its performance at many level". Explain.	06
	(b)	What is soft asset due diligence and how would you proceed to do this before acquiring a firm?	06
Q.7	(a)	Case study	11

As a new member of the board of directors for a local bank, Jasmin was being introduced to all the employees in the home office. When she was introduced to Rhythm, she was curious about his work and asked him what his role in evaluating customer's credit points is. Rhythm replied that he really did not know what criteria for evaluating credit are. He explained that he had been working there for only two months. He did not know much about how to Evaluate credit and as per his supervisor, he was an intelligent employee. More over his interview evaluation sheet at the time of selection shows "excellent Performer". Jasmin smiles "something was wrong," but she didn't know what. She initially thought as employee turnover was too high. All branch supervisors hired their own employees without communication with the home office or other branches. When an opening developed, the supervisor tried to find a suitable employee to replace the worker. After touring the 22 branches and finding similar problems in many of them, Jasmin wondered what the home office should do or what action she should take. The more she thought about the matter, the more puzzled jasmin became. She couldn't put her finger on the problem, and he didn't know whether to report his findings to the president.

Questions:

1. What do you think is causing some of the problems in the bank?
2. What areas of HR strategic moves is required and in what direction?

OR

Q.7 (b) Case study

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People are Foodyys' most important asset. The company's success depends on the satisfaction of its customers, which begins with workers who have the attitudes and abilities required to work efficiently and provide good customer service. To execute its growth strategy, McDonald's has identified people as one of its three global corporate strategies. Foodyys' claims that as an employer it wants "to be the best employer in each region around the Nation". It also makes a "people promise" to its employees that "we value you, your growth, and your contributions." Its five "people principles" reflected by its human resource strategy are: respect and recognition; value and leadership behaviors; competitive pay and benefits; learning, development, and personal growth; and ensuring that employees have the resources needed to get the job done.

Foodyys' has executed its operational excellence strategy well by tracking key indicators of product and service quality, speed, and accuracy. The company has also identified its people practices and approaches that substantially impact the firm's turnover, productivity, customer satisfaction, sales, and profitability. This has allowed it to develop a business model that emphasizes not only financial and operational factors but also people factors that improve the company's results by improving employee commitment, retention, productivity, and customer loyalty. Because its business strategy relies on providing customers quality, cleanliness, quick service, and value, Foodyys' works hard at hiring people who want to excel in delivering outstanding service. Many of its restaurant employees are teenagers, and Foodyys' is their first employer. The company tries to recruit and hire the best people, retain them by offering them ongoing training, and then promote from within to fill its managerial positions. To ensure that it is recruiting the right people, the company has identified important skills and behaviors that it looks for in applicants.

Questions:

1. Frame Recruitment strategy for Foodyys'.
2. What areas of HR can be outsourced in future and with what precautions?
