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Roll No. :

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**M. B. A. (Fourth Semester) Examination,
April-May 2021**

(New Scheme)

(Management Branch)

(Specialization : Human Resource Management)

STRATEGIC HUMAN RESOURCE MANAGEMENT

(New)

Time Allowed : Three hours

Maximum Marks : 80

Minimum Pass Marks : 32

***Note : Attempt all questions. All questions carry
equal 16 marks.***

Unit-I

- 1. Define SHRM. Discuss the concept and the significance of strategic HRM.**

Or

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What is Strategy? How do corporate strategies affect human resource management practices?

Unit-II

2. What is Recruitment? What is the most important source of recruitment for sons-of-soil?

Or

Write short notes on : (any four)

- (i) Recruitment process outsourcing
- (ii) Online Recruitment
- (iii) Autonomous work team
- (iv) Flexi Timing
- (v) Telecommuting

Unit-III

3. What is Competency Mapping? Explain the objectives and advantages of competency mapping.

Or

Good selection process reduces training effort? What is the importance of cross cultural training & development for global jobs?

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Unit-IV

4. Define Performance Management. Identify the major strategic issues in designing a performance system.

Or

Define key result areas & its approach in performance appraisal rating.

Unit-V

5. Write short notes on : (any four)

- (i) Downsizing
- (ii) Voluntary Retirement Schemes (VRS)
- (iii) HR outsourcing
- (iv) Project based employment
- (v) Retrenchment Strategies

Or

Case Study

General Electrical's Appliance Division

Frank Henderson is the manager of General Electric's Appliance Division. Each April, he must evaluate all of his subordinates to decide who is to receive a merit

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increase for the upcoming fiscal year. But each year these employees complain about how they are evaluated, how merit money is dispersed, and what criteria are used for the evaluations. However, during the past two years there has been a tremendous emphasis on quality of production. A review of the merit recipients reveals that these people were the ones who had the best quality records. But many of the employees felt that quality should not be the determining factor. At an employee forum, one of the senior members remarked : How can Frank now reward quality? What has happened to production numbers?

Another employee agreed as stated : "this quality game is okay for some but what about overall production? It seems to me that if I will only be rewarded for quality, then I should produce a few items but make them perfect."

After hearing such criticism, Frank was quite upset. He was not trying to cause chaos in his evaluations, nor was he attempting to hurt anyone. Unfortunately, what was originally intended to be an evaluation system has just become a nuisance?

Questions :

- (i) What is the major problem with Frank's evaluation system?
- (ii) Describe a performance evaluation system that you could recommend to Frank for evaluating a worker on the production line.
- (iii) What does this case tell us about the impact of performance appraisal an employee motivation?