



P.E.S. College of Engineering, Mandya - 571 401

(An Autonomous Institution affiliated to VTU, Belagavi)

Third Semester, Master of Business Administration (MBA)

Semester End Examination; Dec - 2017/Jan - 2018

Strategic Human Resource Management

Time: 3 hrs

Max. Marks: 100

*Note: Answer all **FOUR** full questions from **PART - A** and **PART - B** (Case Study) is compulsory.*

PART - A

- 1 a. Define strategic Human Resource management. Explain the need and importance of SHRM. 10
 b. Explain the various steps in SHRM. 10

OR

- 2 a. What is HR Agenda? Explain the four steps to an HR Agenda. 10
 b. Explain the steps in developing HRM plan. 10
 3 a. Explain the growth of Internet Recruitment. 10
 b. What are the factors to be considered before selecting website? 10

OR

- 4 a. What do you mean by Assessment centre? Explain the uses of assessment centre. 10
 b. Bring out the differences between Team and Group. 10
 5 a. Explain the advantages of skill-based pay. 10
 b. Define Branding. Explain the benefits of Broad Branding. 10

OR

- 6 a. Explain factors to be considered in Establishing variable pay system. 10
 b. What are the ways to improve stock option plan? 10
 7 a. Explain the suitable design for Cross Cultural Training for a manufacturing concern. 10
 b. Explain the advantages of succession planning. 10

OR

- 8 a. Explain the important practices for effective performance management. 10
 b. Explain the factors influencing the ageing work force. 10

PART - B**9. Case Study(Compulsory) :**

Raju manages the customer relations department of a public utility company. The department is responsible for replying to customer requests for information and to customer complaints. There are seven typists in the department who handle the correspondence to customers dedicated by the staff.

Raju recently promoted Bobby to office supervisor. Bobby had been a typist in the department for ten years. She was considered the fastest and most accurate typist who had ever worked for Raju. Bobby had the best attendance record in the department and Raju considered her his most dependable employee. She was very well liked by all the typists and they considered her to be a good personal friend.

As a supervisor Bobby does a good job of handing out work assignments, but she does little else to supervise the typists. She does not like to criticize the typists and does not enforce office rules. No matter what a typist does Bobby will not take any disciplinary action? She makes no attempt to check the work of the typists for compliance with quality standards or to see that work is completed on time. In fact, she spends most of her time typing to reduce the work load of the other typists.

Raju has been receiving an increasing number of complaints from the department staff about the poor quality of the typing and about the slow turnaround time for work. He has also received complaints about the typists taking excessively long coffee breaks and spending time on personal phone calls.

When Raju talked to the typists, they told him that Bobby frequently invites them to her house for dinner or to play bridge. It appears to Raju that the typists all like Bobby as a friend, but they are becoming concerned about her lack of supervisory skills. Raju mentioned to Bobby that she should focus her effort on improving the work of the typists. She replied, "These women are my friends and I don't feel right about cracking down on them".

Questions:

- a) Can an individual effectively manage a group and be a close personal friend with group members?
- b) What should Raju do to ensure that the work of the typists will improve?
- c) Should Bobby have been promoted to office supervisor?
- d) If you were Bobby, what would you do? Would you quit the supervisor's job? Would you no longer be friends with the typists?