



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

(An Autonomous Institution affiliated to VTU, Belgaum)

Third Semester, Master of Business Administration (MBA)

Semester End Examination; Dec - 2016/Jan - 2017

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. Discuss the role of HR Professionals in strategizing their functions in the organization. 10
 b. Compare and contrast the Traditional HR versus Strategic HR. 10

OR

- 2 a. Explain five strategic decisions organization has to take for establishing performance management system. 10
 b. Explain in detail 360 degree feedback system for performance management. 10
 3 a. What is succession planning? What are the pros and cons of disclosing succession planning? 10
 b. What are the drivers of outsourcing? Explain in brief. 10

OR

- 4 a. Explain the model of SHRM. 10
 b. Explain in brief different guidelines for effective HR outsourcing in the organization. 10
 5 a. Explain the strategies for managing employee surplus. 10
 b. Explain the external sources of strategic recruitment. 10

OR

- 6 a. Discuss various stages of learning program. 10
 b. Explain performance based and team based compensation policy. 10
 7 a. Define SHRM. Explain needs and importance of SHRM. 10
 b. Explain determinants of cultural differences in different dimensions. 10

OR

- 8 a. What is online recruitment and Head Hunting? Explain its advantages. 10
 b. What is skill based pay and Broad Branding. Explain their benefits respectively. 10

Contd....2

PART - B (Compulsory)**9. Case Study: Coaching for New leader**

An organization made an external hire for Director of a 120 person department. The Director quickly made changes in how the work was performed resulting in serious employee dissatisfaction. Internal customers also complained about the changes. We were brought in to coach the Director. After some initial sessions, we then interviewed each direct report. We designed a workshop to address issues and suggestions for improving communication with this term. The Myers Briggs Type Inventory was taken by the term and results were shared in the workshop. There were many “ah ha” moments where the Director and dept. managers gained insight about each others preferences in making decisions, sharing info in staff meetings, etc.

The Director modified his approach and the team members began to trust and have confidence in his willingness to listen and flex his approach.

- a. Bring out the main features of this case. 10
- b. What do you think has gone wrong? 10

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