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## 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; Jan. / Feb. - 2021

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.*

Q. No.	Questions PART - A	Marks
1 a.	Define SHRM. How do you link HR strategy with Business strategy?	10
b.	Discuss the steps in SHRM.	10
<b>OR</b>		
2 a.	Discuss the role of HR during organizational growth.	10
b.	Discuss the role of HR during organizational Turnaround.	10
3 a.	What is E-recruitment? Mention its advantages.	10
b.	Explain the factors to be considered before selecting a web site.	10
<b>OR</b>		
4 a.	Discuss the factors that could be looked before deciding whether going for outsourcing recruitment.	10
b.	Define autonomous work teams. Discuss the principles of effective team.	10
5 a.	Explain the concept of skill based pay systems. Mention its advantages.	10
b.	What is Broad Banding? Discuss the benefits of Broad Banding.	10
<b>OR</b>		
6 a.	Explain the concept of variable pay system. Discuss on what basis that, determine the proportion of fixed and variable components.	10
b.	Explain the concept of stock option plans. Mention the difference between non-qualified stock options and qualified stock options.	10
7 a.	Explain the concept of cross cultural training. Discuss the determinants of cultural differences on different dimensions.	10
b.	Discuss the training methods in cross cultural training.	10
<b>OR</b>		
8 a.	Explain the difference between retrenchment and redundancy. Discuss the selection of employees for retrenchment.	10
b.	What is downsizing? Discuss its implementation strategies.	10

Contd...2

**PART - B (Case Study Compulsory)**

9. Delhi-based Aart Pvt. Ltd. (Aart), a leading office equipment manufacturer in India, also exports its equipment to the US, the European countries and to the Middle East. The company conducted a customer survey in first quarter of 2002 and found that although the customers were satisfied about the quality of its products, they felt that the prices were too high. The CEO of the company, Prakash Tandon (Tandon), immediately held a meeting with the managers of all departments and asked them to suggest ways to cut down the cost of manufacturing without compromising on the quality of output. Of all the suggestions, the one that attracted Tandon's attention was the suggestion made by the HR manager, Asish Agarwal (Agarwal). Agarwal said that shop floor employees who had been involved in shop floor operations for many years were more likely than managers to know where there was scope for the company to cut costs. The shop floor employees could observe where material (resources) were being wasted, which processes involved wastage of time and so on.

Agarwal, recommended that Tandon should establish a self-managed team environment in the company. He justified his stance how successful various companies had been by adopting the concept of self managed teams, and tried to convince Tandon that such teams would motivate employees, promote a sense of belonging among them and encourage them to use their latest skills to contribute Agarwal to do all that was required to implement self-managed teams in the company.

The progression to self-managed teams in the company was gradual. About twenty key functions that had to be performed by a team in order for it to be termed self-managed were identified. These functions varied in complexity for simple equipment maintenance tasks and control of scrap to complex job designing tasks and inventory control. The self-managed team also had to perform managerial functions like resolving conflicts and determining compensation. As an initial step towards implementing self-managed teams in the company, employees were divided into teams, educated about the different functions they had to perform and given the necessary training to perform these functions.

At Aart, a team progressed to a self-managed team in five levels. At level-1, teams were given less responsibilities and decision making power pertaining to twenty key functions. At level-1, the team members planned how to implement each functions under the guidance of a manager or a consultant. Subsequently, they had to prove that they could plan and implement each functions independently. Once they succeeded, they became a full-fledged self managed team. The degree of autonomy, responsibility and accountability of teams increased with each increasing level. At level-5, teams were fully accountable for all their decisions and activities and their plans implemented without review.

Self-managed were directly responsible to the customers. Their performance was evaluated by means of a 360 degree appraisal method. If the teams found it difficult to resolve a problem, they could approach the concerned experts in the company and seek their help to find a solution.

After implementing self-managed team, Aart was able to cut down its costs of production by 76%, increase revenue by 220%, work-in-progress turnover by 250% and reduce cycle time by 75% by 2003.

**Questions for Discussions:**

- a. What are self-managed teams? What are their features? How can an organization contribute to the growth of self-managed teams? 10
- b. What are the prerequisites for successful implementation of self managed teams? What are the barriers a company may face while implementing self-managed work teams? 10