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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. - 2015

Strategic Human Resource Management

Time: 3 hrs

Max. Marks: 100

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

PART - A

1. a. Define SHRM. What are the steps in SHRM? 10
- b. Explain the role of HR during Retrenchment. 10

OR

2. a. Explain how HR Strategy can be linked with business strategy. 10
- b. Explain the role of HR during organizational turnaround. 10
3. a. What is recruitment? Explain the process of recruitment. 10
- b. What is outsourcing recruitment? Explain its advantages. 10

OR

4. a. What is assessment centre? What is the main reason for assessment centers to decline? 10
- b. What is work life balance? What are the components of work life balance? 10
5. a. What is variable pay? Explain how variable pay system is established. 10
- b. What is gain sharing? Explain its advantages and disadvantages. 10

OR

6. a. Explain employees stock option plans. 10
- b. What is executive compensation? What are the components of executive pay? Explain. 10
7. a. What is training and development? Explain cross - cultural training. 10
- b. What is succession planning? What are its objectives? 10

OR

- 8.a What is performance measurement? what are the benefits associated with pay for performance? 10
- b. Explain 360 degree feedback. What are its advantages? 10

PART - B**CASE STUDY (COMPULSORY)**

9. Danish, a machine operator, worked as a mechanist for guru, the supererisor. Guru told danish to pick up some trash that had fallen from danish's work area and danish replied, "I won't do the janifor's work".

Guru replied, " when you drop it, you pick it up:" Danish became angry and abusive, Calling guru a number of names in a loud voice and refusing to pick up the trash. All employees in the department heard danish's comments.

Guru had been trying for two weeks to get his employees to pick up trash in order to have cleaner workplace and prevent accidents. He talked to all employees in a weakly departmental meeting and to each employee individually at least once. He stated that he was following the insturctions of the geneneral manager. The only objection came from danish.

Danish has been with the company for 5 years and in this department for 6 months. Guru had spoken to him twice about excessive alcoholism, but otherwise his record was good. He was known to have quick temper.

This outburst by Danish hurt guru badly guru told danish to come to the office and suspended him for one day for insubordination and abusive language to a supererisor, The decision was within company policy, and similar behveiors had been punished in other departement.

After danish left guru's office, guru phoned the HR manager, reported what he had done, and said that he was sending a copy of the suspension order for danish's file.

Questions :

- a) How would you rate danish's behavior ? What method of appraisal would you use? 10
why?
- b) Do you assess any training needs of employees? If yes, what inputs should be 10
embodied in the trining programme?

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