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SHAMBHUNATH INSTITUTE OF ENGINEERING AND TECHNOLOGY

Subject Code: KMB HR 04 Subject: Strategic Human Resource Management

MBA

SEMESTER- IV

FIRST SESSIONAL EXAMINATION, EVEN SEMESTER, (2019-2020)

Branch: MBA

Time –1hr 30 min

Maximum Marks – 30

NOTE: (Attempt All the Sections)

SECTION – A

1. Attempt all questions in brief.

(1*5 = 5)

Q N	QUESTION	Marks	CO	BL
a.	What is SHRM? Ans- SHRM is an approach of decision making relating to the organizational objectives connecting people rather than employees who are essential to implementing the business strategy of the organization.	1	1	1
b.	Explain the key features of SHRM. Ans- There is an explicit linkage between HR policy and practices and overall organizational strategic aims and the organizational environment.	1	1	2
c.	Define Staffing. Ans- Staffing is a managerial function which involves obtaining, utilising and retaining, qualified and competent personnel to fill all positions of an organisation, from top to operative echelon. In finer terms, staffing is placing the right person at the right job.	1	1	1
d.	What is Compensation? Ans- Compensation is the total cash and non-cash payments that you give to an employee in exchange for the work they do for your business. It is typically one of the biggest expenses for businesses with employees. Compensation is more than an employee's regular paid wages. It also includes many other types of wages and benefits.	1	1	1
e.	Discuss Employee Separation. Ans- "Employee separation" or "separation of employment" refers to the process of managing the end of the employment cycle. There are many different types of separations which include both voluntary and involuntary. ESC recommends a formal process for all types of separation.	1	1	1

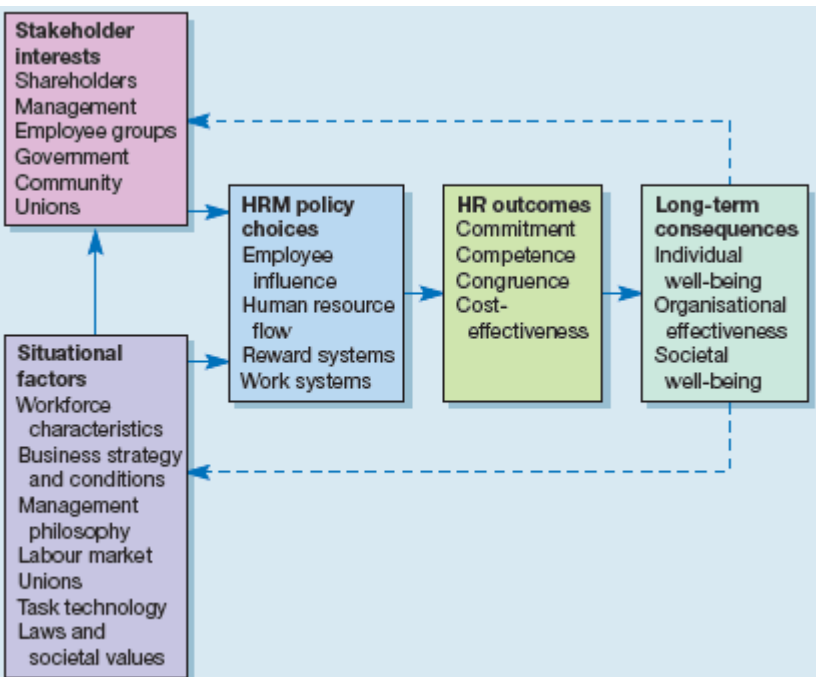
SECTION - B

2. Attempt any TWO of the following.

(2*5 = 10)

Q N	QUESTION	Marks	CO	BL
a.	What are the characteristics of Strategic Human Resource Management? Ans- Recognition of the outside Environment: Outside environment presents some opportunities and threats to the organization in the form of-	5	1	1

	<p>Laws Economic conditions Social and demographic change Domestic and international political forces Technology and so on.</p> <p>Strategic human resource strategy explicitly recognizes the threats and opportunities in each area and attempts to capitalize on the opportunities while minimizing or deflecting the effect of threats.</p> <p>The impact of Competition: The forces of competition in attracting, rewarding, and using employees have a major effect on corporate human resource strategy. Forces play out in local, regional and national labor markets. Labor market dynamics of wage rates, unemployment rates, working conditions, benefits levels minimum wages legislation and competition reputation all have an impact on and are affected by strategic human resource decisions.</p> <p>Long-Range Focus: A strategic human resource management should be long-range focus cause this is not easy to change the strategic human resource policy.</p> <p>Choice and Decision-making focus: In other words, the strategy has a problem solving or problem preventing focus. Strategy concentrates on the question, “what should the organization do and why?” this action orientation requires that decisions be made and carried out.</p> <p>Consideration of all Personnel: A strategic approach to human resources is concerned with all of the firm’s employees, not just its hourly or operational personnel. Traditionally, human resource management focuses on hourly employees, with most clerical exempt employees also included.</p> <p>Integration with the Corporate Strategy: Human resource strategy adopted by a firm should be integrated with the firm’s corporate strategy.</p>			
b.	<p>Explain the Impact of Globalization on HRM.</p> <p>Ans- Globalization of Human Capital</p> <p>Perhaps the greatest resource available to any company is the workforce it acquires and retains. As a company extends its base to a foreign shore, the impact of that globalization on HR procedures will extend to current workers and also to new employees. The HR department will need to increase support of its current staff, as they transfer overseas to new positions. Assistance with visas, work permits, and housing will be required, as well as training in cultural issues and perhaps language acquisition. New local talent must be acquired and developed, as well. A company’s ability to move into new markets, will depend on its ability to fill needs with skilled workers. In some situations, local workers may meet the criteria, but in other situations, they may be more looking for skilled and already-trained employees to be transferred to positions in the new overseas location. In this case, the willingness of workers to become mobile could be a key factor to productivity.</p> <p>Corporate and Cultural Differences</p> <p>Another significant impact of globalization on human resource development is the necessity to consider cultural differences, both in and out of the workplace. Businesses tend to have their own corporate cultures or ways of operating, but there are societal and cultural differences between people as well. Cultural norms within a society affect the workforce and how workers view their jobs,</p>	5	3	2

	<p>especially in relation to time spent with their family and ideas about employment expectations. Some cultures may also have varying mores about gender roles, particularly concerning the role of women in leadership. While a female in a managerial position is not uncommon in American culture, the same may not hold true elsewhere.</p>			
<p>c.</p>	<p>Discuss about the Evolution of SHRM.</p> <p>Ans- HRM can be seen as part of the wider and longer debate about the nature of management in general and the management of employees in particular. This means that tracing the antecedents of HRM is as elusive an exercise as arriving at its defining characteristics. Certainly there are antecedents in organizational theory, and particularly that of the human relations school, but the nature of HRM has involved important elements of strategic management and business policy, coupled with operations management, which make a simple 'family tree' explanation of HRM's derivation highly improbable.</p> <p>What can be said is that the origins of HRM lie within employment practices associated with welfare capitalist employers in the United States during the 1930s. Both Jacoby (1997) and Foulkes (1980) argue that this type of employer exhibited an ideological opposition to unionisation and collective relations. As an alternative, welfare capitalists believed the firm, rather than third-party institutions such as the state or trade unions, should provide for the security and welfare of workers. To deter any propensity to unionize, especially once President Roosevelt's New Deal programme commenced after 1933, welfare capitalists often paid efficiency wages, introduced health care coverage, pension plans and provided lay-off pay.</p>	<p>5</p>	<p>3</p>	<p>2</p>
<p>d.</p>	<p>Draw the Map of the HRM Territory.</p> <p>Ans-</p>  <pre> graph LR SI[Stakeholder interests Shareholders Management Employee groups Government Community Unions] SF[Situational factors Workforce characteristics Business strategy and conditions Management philosophy Labour market Unions Task technology Laws and societal values] P[HRM policy choices Employee influence Human resource flow Reward systems Work systems] O[HR outcomes Commitment Competence Congruence Cost-effectiveness] C[Long-term consequences Individual well-being Organisational effectiveness Societal well-being] SI --> P SF --> P P --> O O --> C C -.-> SI C -.-> SF </pre>	<p>5</p>	<p>5</p>	<p>6</p>

SECTION - C

3. Attempt any ONE part of the following :

(1*5 = 5)

Q N	QUESTION	Marks	CO	BL
a.	<p>Describe the Models of Strategic HRM.</p> <p>Ans- The defining features of HRM is popularly known as models. These models provide analytical framework for studying HRM. They provide characterization of HRM that establishes variables and relationship to be researched. Four most common models are :</p> <p>The Fombrun Model The Harvard Model The Guest Model and The Warwick Model</p> <p>All these models serve the following purposes:</p> <p>They provide an analytical framework for studying HRM for example, situational factors, stakeholders, strategic choice levels, competence etc. They validate certain HRM practices and provide distinctiveness to HRM practices.</p> <p>They provide a characterization of HRM that establishes variables and relationship to be researched.</p> <p>They help to discover and understand the world for explaining the nature and significance of key HR practices.</p>	5	2	1
b.	<p>What are the Challenges in Strategic Human Resource Management?</p> <p>Ans- It is important to identify what consequences SHRM has on the performance of business. In other words, as HRM is concerned with the people implications of the company, how can it change the vision of the organizations future and how can it help to fulfill the mission.</p> <p>The key role of strategic HR management is already known and there are some issues that HR strategy may address:</p> <p>Structure</p> <p>The success of the company depends a lot on whether there is a proper management structure in place.</p> <p>Team-working</p> <p>By withdrawing old traditional hierarchies a background of creating a team building is created. In a lot of cases, the less layers there are between the workers and director there are, the more harmonized is the working environment. Also the communication between staff is easier and more effective. In addition to that, it could have far-reaching effects on flexibility and performance and to achieving a better coordination of business.</p> <p>Performance</p>	5	2	1

	<p>This strategy is based on an analysis of the critical success factors and the performance levels reached in relation to them. The performance can be improved by taking the steps to improve training, development, reorganization, the development of performance management processes, business process re-engineering, etc. A lot of companies have already adopted performance management processes in which the emphasis is on performance improvement and development and not reward. This scheme brings new priorities of involvement, teamwork and self-development.</p>		
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4. Attempt any ONE part of the following :

(1*5 = 5)

Q N	QUESTION	Marks	CO	BL
a.	<p>Discuss SHRM for Competitive Advantage.</p> <p>Ans- The resource-based view of the firm (RBV) represents a paradigm shift in SHRM thinking by focusing on the internal resources of the organisation, rather than analyzing performance in terms of the external context. Advocates of the resource-based view of SHRM help us to understand the conditions under which human resources become a scarce, valuable, organisation-specific, difficult-to-imitate resource, in other words key 'strategic assets' (Barney and Wright, 1998; Mueller, 1998; Amit and Shoemaker, 1993; Winter, 1987).</p> <p>Proponents of the resource-based view of the firm (Penrose, 1959; Wernerfelt, 1984; Amit and Shoemaker, 1993) argue that it is the range and manipulation of an organisation's resources, including human resources, that give an organization its 'uniqueness' and source of sustainable competitive advantage. Their work has resulted in an 'explosion of interest in the Resource-Based perspective' (Boxall and Purcell, 2003: 72), particularly in seeking ways to build and develop 'unique bundles' of human and technical resources that will lead to enhanced organisational performance and sustainable competitive advantage.</p>	5	3	2
b.	<p>Brief the Importance of Staffing.</p> <p>Ans- Efficient Performance of Other Functions</p> <p>Staffing is the key to the efficient performance of other functions of management. If an organization does not have competent personnel, it can't perform planning, organization and control functions properly.</p> <p>Effective Use of Technology and Other Resources</p> <p>It is the human factor that is instrumental in the effective utilization of latest technology, capital, material, etc. the management can ensure right kinds of personnel by performing the staffing function.</p> <p>Optimum Utilization of Human Resources</p> <p>The wage bill of big concerns is quite high. They also spend money on recruitment, selection, training and development of employees. In order to get the optimum output from the personnel, the staffing function should be performed in an efficient manner.</p>	5	1	2

	<p>Development of Human Capital</p> <p>The management is required to determine the manpower requirements well in advance. It has also to train and develop the existing personnel for career advancement. This will meet the requirements of the company in future.</p>		
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5. Attempt any ONE part of the following :

(1*5 = 5)

Q N	QUESTION	Marks	CO	BL
a.	<p>Discuss the Types of Training.</p> <p>Ans- Training is required for several purposes. Accordingly, training programmes may be of the following types:</p> <p>1. Orientation Training In orientation training, new hires get a first hand view of what the company stands for, how the work is carried out and how to get along with colleagues. In short, they learn the specific ways of doing things in proper manner. When a new employee is from different country and culture, this initial training is important in helping new employees adjust in the company.</p> <p>2. Job Training It refers to the training provided with a view to increase the knowledge and skills of an employee for improving performance on-the-Job. Employees may be taught the correct methods of handling equipment and machines used in a job. Such training helps to reduce accidents, waste and inefficiency in the performance of the job.</p> <p>3. Safety Training Training provided to minimize accidents and damage to machinery is known as safety training, It involves giving instructions in the use of safety devices and in safety consciousness.</p> <p>4. Promotional Training It Involves training of existing employees to enable them to perform higher level jobs .Employees with potential are selected and they are given training before their promotion, so that they do not find it difficult to shoulder the higher responsibilities of the new positions to which they are promoted.</p>	5	1	2
b.	<p>What are the Processes of Strategic Management?</p> <p>Ans - Strategic management process has following four steps:</p> <p>Environmental Scanning: Environmental scanning refers to a process of collecting, scrutinizing and providing information for strategic purposes. It helps in analyzing the internal and external factors influencing an organization. After executing the environmental analysis process, management should evaluate it on a continuous basis and strive to improve it.</p> <p>Strategy Formulation: Strategy formulation is the process of deciding best course of action for accomplishing organizational objectives and hence achieving organizational purpose. After conducting environment scanning, managers formulate corporate, business and functional strategies.</p> <p>Strategy Implementation: Strategy implementation implies making the strategy work as intended or putting the organization's chosen strategy into action. Strategy implementation includes designing the organization's</p>	5	2	1

	<p>structure, distributing resources, developing decision making process, and managing human resources.</p> <p>Strategy Evaluation: Strategy evaluation is the final step of strategy management process. The key strategy evaluation activities are: appraising internal and external factors that are the root of present strategies, measuring performance, and taking remedial / corrective actions. Evaluation makes sure that the organizational strategy as well as it's implementation meets the organizational objectives.</p>		
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