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Mid-Semester Examination 2022

Name of the Program: Master of Business Administration

Semester: IV

Paper Name: Strategic Human Resource Management (MB403H2)

Time: 1 Hour 30 Minutes

MM: 50

Section A (1x10=10 Marks)

Q1. Mark True or False.

- a. SHRM is a general approach to the strategic management of human resources in accordance with the intentions of the organization on the future direction it wants to take.
- b. According to resource based view, resources may not be necessarily be inimitable and non substitutable.
- c. 'Glass Ceiling Effect' is the intangible barrier that prevents women and minorities from rising to the upper levels in business.
- d. Abilities can be either acquired or are natural.
- e. During mergers, outside consultants are preferred usually because they are specialists over internal consultants.
- f. The performance drivers are generic in nature.
- g. HR doables emphasizes on the activity counts while integrating HR into business performance measurement.
- h. SHRM concentrates on employee relations.
- i. Suggestion program is a function of high involvement model.
- j. A high performance work system is often called a model of HR system which emphasizes the most on existence of different components.

Section B

Attempt any one question from 'a' or 'b' in the following. 'c' is compulsory.

(10x2=20 Marks)

Q2 a) What do you understand by the term "congruence"? Explain the reasons for non-congruence.

OR

b) Highlight the strategic roles of HRM.

c) Case Study.

The president of a business association had facilities maintenance as part of his overall responsibilities. The association included multiple businesses that each had condominiums in a single large office complex. The president of the association decided that the parking lot needed resurfacing and new striping. He arranged for a local contractor to do the work.

One day the construction company showed up at the office complex and started blocking off the parking lot. The contractor was getting his equipment ready and was trying to clear the lot of cars when disgruntled business owners confronted his workers. The business owners wanted to know what was happening, why it was happening and who authorized the work. Not happy with the uninformed answers from the contractor and the immediate demands to remove the cars from the lot, the business owners instructed the contractor to pack up his equipment and leave. Since the president was not on site to resolve conflicts, the contractor had no choice but to abandon the job.

Even when the president finally intervened later in the day, enough business owners were upset about the unknown financial impact and the disruptive process that the contractor never returned to resurface the parking lot.

- i. Critically analyze the above case study in light of the contribution made by the president to the failure of change which was brought in the organization.
- ii. How could the above problem be resolved?

Q3a) What strategies a firm will adopt for shortage of employees?

OR

- b) Explain the importance of HR to strategy.
- c) What are the internal and external variables that impact on the ability of the organization to devise and deliver a strategic approach to managing people?