although recently it began to consider other purposes for the system.

Questions :

(a) What problems do you think Otis Elevator experienced once the 360-degree system was successfully implemented on the Internet ?

(b) What else is necessary to help ensure that a performance appraisal system will be successful ? How would you determine if the system affects the firm's performance ?

H   Roll No. ....

MB–403H2

M. B. A. (FOURTH SEMESTER) END SEMESTER EXAMINATION, May, 2023

STRATEGIC HUMAN RESOURCE MANAGEMENT

Time : Three Hours

Maximum Marks : 100

Note : (i) This question paper contains *two* Sections–Section A and Section B.

(ii) Both Sections are compulsory.

(iii) Answer any two sub-questions among (a), (b) & (c) in each main question of Section A. Each sub-question carries 10 marks.

(iv) Section B consisting of Case Study is compulsory. Section B is of 20 marks.

P. T. O.

Section—A

1. (a) Explain the concept of SHRM and its needs in today world.   (CO1)

   (b) Differentiate between traditional HRM and strategic HRM. What are the challenges of SHRM in present scenario ?   (CO2)

   (c) "Implementation of HR strategies can enhance organizational performance". Elucidate the statement.   (CO2)

2. (a) Briefly explain "Employee engagement strategy" and "Talent management strategy".   (CO1)

   (b) Explain the strategies adopted by organization in the cases of employee shortage and surplus.   (CO2)

   (c) "Strategies are formulated by advisors and executed by managers". Analyze the statement in detail.   (CO3)

3. (a) "Defective Human Resource Planning can defeat the organizational strategy".

Analyze the statement in the light of intervention of Strategic HRM.   (CO4)

   (b) "There are many benefits of mergers and acquisitions–bringing together two businesses can leverage the strengths of both organizations, and build a more effective, sustainable, and innovative company as a result. But just because mergers and acquisitions can ultimately lead to a stronger organization doesn 't mean they're not without their challenges, particularly when it comes to Human Resources." In the light of the statement, what are the challenges faced during mergers and acquisitions and what is the role of SHRM ?   (CO5)

   (c) The term 'glass ceiling' refers to the way that some groups of people are held back in their careers by traditions, biases and the status quo. Why do glass ceiling exists and what are the methods of smashing it— as an organization and as an individual ?   (CO3)

4. (a) In the context of High Performance Work Practices (HPWP) it is assumed that human resources become a *"group of separate but interconnected practices designed to enhance employees' skills and effort."* Integration of HR into the strategic thinking of the organization requires attention to HRM philosophies, policies, training programs, administrative practices, and processes. The organizations that successfully implement an HPWS exhibit characteristics like- **leadership, design, people change management and culture and engagement.** Which characteristics of the HPWS is the most impactful to the profitability of the organization and why ? Make sure to align your answer to profitability.　　(CO5)

(b) *"The internal business process perspective relates to the generic internal value chain."* In the light of Balance Score Card, what are the parts of this chain and what are some measurements for each part ?
(CO4)

(c) Explain the steps to create HR Scorecard.
(CO1)

Section—B

5. **Case study :**　　(CO5) (10 × 2=20 Marks)

Performance appraisal systems serve many purposes, such as providing formal feedback to employees on how they stack up with respect to the organization's performance standards, serving as input for compensation decisions, identifying areas in which future development is needed, reinforcing good performance, providing input for promotional decisions, and establishing the documentation needed to justify termination of employment.

P. T. O.

Nonetheless, while performance appraisal is one of the fundamental activities in human resources, it has always been a lightning rod for criticism and has recently come under renewed attack as indicated in this section.

Some criticisms of traditional performance appraisal systems, in which supervisors appraise subordinates, are that they frequently do not provide good assessments of managers. More specifically, traditional performance appraisal systems often do not provide accurate evaluations of opportunistic managers who take advantage of their own subordinates in order to enhance their superiors' perceptions of their own performance. For example, such managers may not give credit where credit is due, such as to employees who may have created an innovative process that helped improve the unit's productivity. Instead, they may attribute improved performance to their

managerial skills and take the credit for themselves.

With this background in mind, there is much to be learned from the experiences of the Otis Elevator Company. The company had concerns that its old paper-based performance appraisal system was too slow and cumbersome. There were also concerns about whether the raters could be assured of the confidentiality of their ratings. Because of these problems, the company wanted a better system for appraising and developing the performance of its engineering managers.

Specifically, the company was interested in enhancing these managers' project management and project team leadership skills. The engineering managers needed substantial improvement in their skills, and the company wanted a performance appraisal system that would provide feedback from the managers'

subordinates, peers, and customers as well as their direct superiors. Given these concerns, it is not surprising that Otis Elevator decided to develop a 360-degree feedback system. With 360° feedback systems, superiors, peers, and subordinates evaluate managers. The innovative aspect of the company's approach to the 360-degree system is that the company decided to base the system on the Internet and its own intranet. An independent contractor, E-Group, developed the system and handles the collation and analysis of the feedback information.

B-Group chose a 75-item survey called LEAPS, which measures seven dimensions of leadership, for the 360-degree instrument. The instrument was loaded on a Web site so that all raters can pull up the information and complete the appraisal in approximately 20 minutes. After completing the appraisal, they simply

submit the results via e-mail to E-Group to process. Because the system is encrypted, the company is able to provide greater confidentiality and anonymity for the raters than with the previous paper-and-pencil system. In addition to the LEAPS items, the company included a fairly large set of other items to assess managers' technical competency and their contributions to the business. E-Group was able to provide appraisal profiles for the managers within three days after the last of the evaluators e-mailed their input for the manager. In addition, the profile of actual ratings for each manager from E-group also includes an ideal leadership profile developed by Otis executives. By comparison on his or her actual ratings with the ideal profile, managers can identify areas for future development. Otis Elevator chose to use the system only for developmental purposes,