

KADI SARVA VISHWAVIDHYALAYA UNIVERSITY
MBA Semester-IV
End Term Examination, May 2014
HS 432 Strategic Human Resource Management

Date: 14th May 2014

Duration: 2.30 Hrs.

Weightage : 40%

Instructions:

1. Draw figures if required.
2. Write precise answers with suitable examples.
3. Figures to the right indicate weightage.

Q-1

- (A) Why can some organizations that fail to invest heavily in human assets still be financially successful? Why can some organizations that do invest heavily in human assets still be financially unsuccessful? 4%

- (B) Explain HR value chain. 4%

OR

- (B) What are the most important societal and workforce trends affecting HR today? 4%

Q-2

- (A) Explain the process of strategic management. 4%

- (B) What are the main barriers that prevent an organization from taking a more strategic approach to HR? Why? 4%

OR

Q-2

- (A) Discuss the pros and cons of informing employees that they have been targeted as a part of the organization's succession planning process. What particular business conditions and /or strategy might make telling or not the more advantageous options? 4%

- (B) What are the critical factors to consider in the design of work system? What particular roles does technology play in designing of work system? 4%

Q-3

- (A) Explain the Job characteristics model with example. 4%

- (B) What are the major objectives of human resource planning? Why each of these objectives critical for organization's success? 4%

OR

Q-3

- (A) What are the outcomes of Strategic HR? 4%

- (B) Identify the HR challenges associated with each of the three major corporate strategies and three major business unit strategies. 4%

Q-4

- (A) What are the advantages and disadvantages of 360 degree feedback system? How should an organization decide whose feedback to seek? 4%
- (B) Discuss the pros and cons of forced ranking. What kinds of organizations would most benefit from forced ranking systems? 4%

OR

Q-4

- (A) Explain the Martin and Bartol matrix for managing turnover. How does this relate to taking an investment approach to human resources? 4%
- (B) What short-run, long-run and policy options are available to employers in lieu of layoffs? 4%

Q-5 Write the short notes: (Any Two) 8%

- a) EEOC complaint Process
- b) Equal Pay Act
- c) Civil rights Act of 1964

All the Best

Kadi Sarve Vishwavidyalaya
MBA-II Semester-IV Semester Examination, May 2015
Strategic Human Resource Management (HS432)
(HR Elective)

Date: 05/05/2015

Weightage: 40%

Time: 2:00 pm to 4:30pm

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- Q-1 (A) Explain the process of Strategic management 4%
- Why is a competitive advantage based on a heavy investment in human 2%
- assets more sustainable than investment in other types of assets?
- (B) Does union diversification make unions stronger or weaker? 2%
- OR
- (B) Compare and contrast the premises and assumptions of the industrial 4%
- organization and resource based methods of strategic planning.
- Q-2 (A) Why should compensation systems be equitable? How can an organization 4%
- design an equitable compensation system?
- (B) What are the critical factors to consider in the design of work system? What 4%
- particular role does technology play in the design of work systems?
- OR
- Q-2 (A) Identify the HR challenges associated with each of the three major corporate 4%
- strategies.
- (B) Discuss the implication and pros and cons for managing surplus and 4%
- shortages using the various strategies.
- Q-3 (A) Explain the difference between Industrial Organization (O/P) Model and 4%
- Resource-Based View (RBV)
- (B) Do Compare and contrast job enlargement, rotation and enrichment. How 4%
- are they similar to and different from each other?
- OR
- Q-3 (A) Compare and contrast traditional and strategic HR. In what types of 4%
- organization might traditional HR still be appropriate?
- (B) What are the advantages and disadvantages of 360 degree feedback systems? 4%
- How an organization should decided whose feedback to seek.
- Q-4 (A) What are the major objectives of human resource planning? Why is each of 4%
- these objectives critical for an organization's success? What benefits are
- provided by each that can result in a competitive advantage?
- (B) What are the Guidelines for Managing Sexual Harassment? 4%
- OR
- Q-4 (A) Discuss the pros and cons of informing employees that they have been 4%
- targeted as a part of the organization's succession planning. What particular
- business conditions and /or strategy might make telling or not telling the
- more advantageous option?
- (B) Explain the Job Characteristics Model. 4%
- Q-5 (A) Solve the case given below : - 8%

Siemens Builds a strategy-oriented HR system

Siemens is a 150 year old German company, but it's not the company it was even a few years ago. Until recently, Siemens focused on producing electrical products. Today the firm has diversified into the software, engineering and services. It is also global with more than 4 lack employee working in 190 countries. In other words Siemens become a world leader by perusing a corporate strategy that emphasis diversifying into high-tech products and service, and doing so on a global basis.

With a corporate strategy like that human resource management plays a big role at Siemens. Sophisticated engineering and service require more focus on employee selection; training and compensation then in the average firm and globalization require delivering this service globally. Siemens sums sum up the basic things of its HR strategy in its several points. This includes:

1. **A living company is a learning company:** the high-tech nature of Siemens's business means that employee must be able to learn on a continuing basis. Siemens use it system of combine classroom and hands on apprenticeship training around the world to help facilitate this. Is also employee extensive continuing education and management development.

2. **Global teamwork is the key to developing and using all the potential of the firm's Human resource.** Because it is so important for employee throughout to Siemens to feel free to work together and interact employee have to understand the whole process, not just bits and pieces. To support this Siemens provide extensive training and development and it also ensures that all employees feel they are part of strong, unifying corporate identity. For example HR uses cross-broader, cross-cultural experience as a prerequisite for career advances.

3. **A climate of mutual respect is the basis of all relationship within the company and society:** Siemens contends that the wealth of nationality, cultural, language, and outlook represented by its employee is one of its most valuable assets. It there for engages in numerous HR activity aimed at building openness, transparency and fairness and supporting diversity.

Questions:

1. Based on the information in this case, provide examples, for Siemens, of at least four strategically required organizational outcomes, and four required workforce competencies and behaviors.
2. Identify at least four strategically relevant HR system policies and activities that Siemens has instituted in order to help human resource management contribute to achieving Siemens strategic goals.

ALL THE BEST
