

Seat No.: \_\_\_\_\_

**GUJARAT TECHNOLOGICAL UNIVERSITY****MBA - SEMESTER- IV EXAMINATION – WINTER 2019****Subject Code: 3549232****Date: 2-12-2019****Subject Name: Strategic Human Resource Management****Time: 2.30 PM to 5.30 PM****Total Marks: 70****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

<b>Q. No.</b>		<b>Marks</b>
<b>Q.1</b>	Explain the following terms: (a) Induction Training (b) Job Specification (c) Skill Based Compensation (d) Selection Error (e) Golden Handshake (f) Outsourcing (g) Collective Bargaining	<b>14</b>
<b>Q.2</b>	(a) Compare & Contrast the Traditional HR v/s Strategic HR?	<b>07</b>
	(b) What are the various factors affecting the organizational macro and micro HR policy?	<b>07</b>
	<b>OR</b>	
	(b) Explain the process of formulation of Market Driven Strategy.	<b>07</b>
<b>Q.3</b>	(a) Write a note on techniques of Strategic Human Resource planning.	<b>07</b>
	(b) Discuss reasons; why strategic approach to recruitment and selection is becoming need of an hour.	<b>07</b>
	<b>OR</b>	
<b>Q.3</b>	(a) Compare the virtues and vices of seniority and performance-based compensation policies.	<b>07</b>
	(b) Discuss which type of structure would be more suitable for adopting strategic human resource management as compare to traditional approach.	<b>07</b>
<b>Q.4</b>	(a) Healthy industrial relation is key to overall organizational success. How strategic industrial relation can make contribution in the same?	<b>07</b>
	(b) Why does a company acquire or merge with another company?	<b>07</b>
	<b>OR</b>	
<b>Q.4</b>	(a) Discuss do's and don'ts of HR strategy when your company is going for acquiring or merging with another company.	<b>07</b>
	(b) How can the long term strategic goal of a company be used to arrive at desired performance and behavior of it's key managers? Explain in the context of any given strategic goal and the manpower characteristics desired for achieving the strategic goal.	<b>07</b>

Q.5

**CASE STUDY:** [www.FirstRanker.com](http://www.FirstRanker.com) [www.FirstRanker.com](http://www.FirstRanker.com)

It was performance appraisal time again. Mr. Alok Mishra knew that he would receive a low evaluation. Mr. Mohit Jain, Mr. Mishra's Boss, opened the appraisal interview with this comment, "the sales department had a good increase in this quarter. Also, departmental expenses are down considerably. But we are nowhere near accomplishing the ambitious objectives you and I set last quarter." "I know," said Jain. "I thought we were going to make it, though. We would have, too, if we had received that big Shimla order, and if I could have received it on the computer a little earlier in the quarter."

"I agree with you, Mr. Jain," said Mr. Mishra. "Do you think we were just too ambitious or do you think there was some way we could have made the Shimla sale and speeded up the computerization process?" "Yes," replied Jain, "We could have received the Shimla order this quarter. I Just made couple of concessions to that place and their purchasing manager tells me that he can issue the order next week. The delay with the computer was caused by a thoughtless mistake I made. I won't let that happen again." The discussion continued for about 30 minutes longer. Mr. Mishra discovered that Mr. Jain was going to mark him very high in all areas despite his failure to accomplish the goals they had set.

Prior to meeting, Mr. Mishra had planned to suggest that the unattained goals for last period be set as the new objectives for the coming quarter. After he and Mr. Mishra had discussed the matter, however, they both decided to establish new, somewhat higher objectives, but I don't believe we have more than a 50 percent chance of accomplishing them." "I believe you can do it," replied Jain. "If you knew for sure, though, they wouldn't be high enough." "I see what you mean," said Mr. Jain, as he left the office.

- (a) What was wrong or right with Jain's appraisal of Mr. Mishra's performance? **07**
- (b) Should the new objectives be higher or lower than they are? Explain. **07**

**OR**

- Q.5** (a) What will be your opinion regarding setting standard of performance appraisal? **07**
- (b) Suggest possible alternate way by which Mr. Jain could have handle this situation with Mr. Mishra. **07**

\*\*\*\*\*