

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER 4 • EXAMINATION – SUMMER 2019

Subject Code: 3549232
Date: 06/05/2019
Subject Name: Strategic Human Resource Management (SHRM)
Time: 10:30 AM To 01:30 PM
Total Marks: 70
Instructions:

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

Q. No.		Marks
Q.1	(a) Off The Job training (b) Job design (c) Recruitment (d) Turnover rate (e) Compensation (f) Exit interview (g) Employment rate	14
Q.2	(a) What are the limitations of internal HR development strategy? Explain how it can be overcome if you are HR manager?	07
	(b) Human resource-based competitive advantage could be built from employee skills and expertise, organizational culture, and human resource systems. Among these three methods which one a tough challenger would find hardest to duplicate and why?	07
	OR	
	(b) What are the different roles HR can play in knowledge based economy & which are the different critical HR competencies to perform these roles better?	07
Q.3	(a) Explain the Model of SHRM? Enlist different barriers for SHRM?	07
	(b) What do you mean by Collective Bargaining & how it is useful for Industrial relation? List down the various Collective bargaining items.	07
	OR	
Q.3	(a) What is recruitment? What are the pros & cons of internal v/s external recruiting?	07
	(b) Explain in brief different guidelines for effective Human Resource Outsourcing in the organization	07
Q.4	(a) Explain in detail the role of HR in different stages of Merger / Acquisition	07
	(b) Describe the internal sources of Strategic Recruitment.	07
	OR	
Q.4	(a) Write a detail note on 360 degree appraisal.	07
	(b) Explain factors affecting organizational macro and micro HR policy.	07

Case study of Strategic Human Resource Management in Wal-Mart Stores**Introduction**

Sam Walton established Wal-Mart Store in 1962 on three revolutionary philosophies; respect for the Individual, service to our customers and strive for excellence. Walmart, Inc. is not only the largest discounted retailer in the world, it now also ranks as the largest corporation in the world. The retail giant dwarfs its nearest competition, generating three times the revenues of the world's number two retailer, France's Carrefour SA. Domestically, Wal-Mart has more than 1.2 million workers, making it the nation's largest nongovernmental employer.

Corporate strategy and HR strategy at Wal-Mart

Walmart purchased massive quantities of items from its suppliers to form scale economy, and with the efficient stock control system, help in making its operating costs lower than those of its competitors. It also imported many goods from China, "the world factory" for its low cost.

Managers engage in three levels of strategic planning (Gary Dessler, 2005): the corporate-level strategy; the business-level strategy and the function-level strategy. The functional strategy should serve the overall company strategy, so the corporate strategy could be implemented more effectively and efficiently.

From the recruitment. For example, the New York Times (January 2004) reported on an internal Walmart audit which found "extensive violations of child-labor laws and state regulations requiring time for breaks and meals." The cheap price of children labors and minors make it earn more cost competitive advantage over other companies. Walmart also faced a barrage of lawsuits alleging that the company discriminates against workers with disabilities, for the recruitment of these people means providing more facilities for them and the loss of efficiency to some extent.

From training perspective, through training on behavioral requirement for success and encouragement, Walmart tried to adjust the employee behaviors and competencies to what the company's strategy requires, that is to low down cost more. This logic is also embodied in its "lock-in" of its nighttime shift in various stores. Through this enforced policy, Walmart tried to prevent "shrinkage" behavior of its employees, to eliminate unauthorized cigarette breaks or quick trips home.

Conclusion:

Therefore, from all those above content we know the human resource management is of strategic importance to Walmart. Both the top managers and HR executives should pay more attention to the everyday employment management. They should play more roles that are positive in training and using their human resources, and maybe cultivating better organization culture, all of which may prove more cost saving, and correspondingly help realize Sam Walton's simple philosophy of "bringing more value to customers".



(a) Design HRM strategies to address these business challenges.

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07

(b) Discuss the corporate strategies of wal-mart.

07

OR

Q.5 (a) Identify the challenges your business will face and how it will affect your HRM strategies

07

(b) Discuss the HR strategy of wal-mart.

07

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