



**MBA DEGREE EXAMINATIONS: MAY 2018**

(Regulation 2015)

Fourth Semester

**MASTER OF BUSINESS ADMINISTRATION**

P15BATE303: Strategic Human Resource Management

**COURSE OUTCOMES**

**CO1:** Demonstrate understanding of the alignment of HRM and Organizational Strategy, apply the understanding in practical situations (1.3, 3.1)

**CO2:** Develop a Strategic HR Plan to Enhance its long run Organizational Performance (2.3)

**Time: Three Hours**

**Maximum Marks: 100**

**Case Study:-**

**PART A (1 x 20 = 20 Marks)**

1.

S.no	Designation	Vacancy	Qualification	Experience	Specification
1	Sales Manager – Trainee	12	MBA - Marketing	0-1 yrs	Flexibility and Interest to do repetitive tasks is required High level of energy and proactive nature. A sense of ownership and drive and a willingness to accept the challenge of daily deadlines is essential
2	Operations Head – Senior	2	MBA - Operations	5- 7 yrs	Ability to achieve stretch goals in a highly innovative and fast paced environment. Excellent written/ verbal communication, presentation, listening and decision making skills, with strong ability and passion for interacting with engineering as well as business teams.
3	Quality Assurance Engineer in Test	15	B.E. in Computer Science	2- 5 yrs	2 years overall development / technical support experience / Proven track record in working on enterprise level large scale n - tier applications
4	Software Development Engineer	43	UG: B.Tech/B.E. PG:M.Tech	4 - 9 yrs	4 years professional experience in software development Strong experience in building distributed systems and multi- threaded programming
5	Quality Services Manager	25	BE, BSC candidates, B tech - Mtech , MCA, Msc , IT, ECE, ELECTRICAL ELECTRONIC ENGINEERING.	1 - 5 yrs	Industry experience of 5 to 8 years with at -least 1 to 2 years in team lead/ people management role.

6	Support Engineering lead	20	Bachelor s Degree in Computer Science , Engineering , Mathematics , or related field industry experience	3 - 5 yrs	Minimum 3 year technical mentoring / leadership experience / 5 years of experience data warehousing Previous experience leading and mentoring technical teams Expertise in Redshift , Oracle RDBMS , Teradata or other MPP databases	[K3]	COL2
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- a) Prepare a strategic cost effective sourcing and recruitment plan along with a budget for closing the above mentioned job positions in 45days.

**Answer all the Questions:-**

**PART B (10 x 2 = 20 Marks)**

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|---|-----|-------------------|
| 2. Explain strategic fit.   | CO1 | [K <sub>2</sub> ] |
| 3. Define succession planning.                                    | CO1 | [K <sub>1</sub> ] |
| 4. Describe what do wean by strategy validation.                  | CO1 | [K <sub>1</sub> ] |
| 5. What do you mean by process innovation?                        | CO1 | [K <sub>1</sub> ] |
| 6. List down the job roles of an HR Business partner              | CO1 | [K <sub>L</sub> ] |
| 7. Distinguish between vertical integration and vertical Fit      | CO1 | [K <sub>2</sub> ] |
| 8. Give note on gap analysis                                      | CO1 | [K <sub>1</sub> ] |
| 9. How to recruit the right candidates on a tight budget?         | CO1 | [K <sub>1</sub> ] |
| 10. Define corporate portfolio analysis                           | CO1 | [K <sub>1</sub> ] |
| 11. How can resourcing plans be aligned with business strategies? | CO2 | [K <sub>1</sub> ] |

**PART C (4 x 15 = 60 Marks)**

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|--|-----|-------------------|
| 12. a) Give elaborate note on the three choice of models than can be used under the “BEST-FIT” approach. | CO1 | [K <sub>2</sub> ] |
|--|-----|-------------------|

(OR)

- |  |     |                   |
|--|-----|-------------------|
| b) What are the four types of transformational strategies identified by Beckhard(1989) ?           | CO1 | [K <sub>1</sub> ] |
| 13. a) Explain in the details the six step approach proposed by Gratton for framing HR strategies. | CO1 | [K <sub>L</sub> ] |

**(OR)**

b) What is Employee value proposition and what are its process flow ? CO1 [K<sub>1</sub>]

14. a) Define bundling and what are the ways through which it can be used in HR process? CO2 [K<sub>1</sub>]

**(OR)**

b) What is Generic Strategies and how is the HR Function aligned with the generic strategies ? CO2 [K<sub>1</sub>]

15. a) Explain the process flow for developing a Human capital management strategy. COL1 [K<sub>2</sub>]

**(OR)**

b) Give an elaborate note on the various stages of developing a high performance work system. CO1 [K<sub>2</sub>]

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