

Roll No.

Total No. of Pages : 03

Total No. of Questions : 17

MBA (Sem.-4)

STRATEGIC HUMAN RESOURCE MANAGEMENT

Subject Code : MBA-934-18

M.Code : 77817

Date of Examination : 19-07-22

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTIONS-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.

SECTION-A

1. What is competitive advantage?
2. What is performance appraisal?
3. What is recruitment?
4. Explain the term HR strategies.
5. What is best practice approach?
6. What is meant by global HRM?
7. What is Polycentric approach?
8. What is Talent management?

SECTION-B

UNIT-I

9. Explain the concept of strategic Human Resource management. Differentiate between traditional and strategic HRM.
10. Explain the role of national context, sectoral context and organizational context in HR strategy and practices.

UNIT-II

11. Write short notes on:
 - a. Downsizing strategies.
 - b. Demographic changes and HR strategies.
12. Discuss the concept of human resource environment in the context of strategic HRM.

UNIT-III

13. Discuss various talent management and retention strategies used by firms.
14. Write short notes on following:
 - a. HR strategy in workforce diversity.
 - b. IT in HR strategy.

UNIT-IV

15. Explain various global staffing approaches.
16. Discuss various training and development imperatives for global workforce.

SECTION-C

17. Case Study :

Of course, talent and human capital were becoming increasingly vital to competitive success in all organizations, but they offered an even greater strategic pivot-point for IBM. IBM competed mostly on its ability to deliver unique know-how and practical solutions to clients, rather than a particular hardware or software product. The knowledge, motivation skill and deployment of IBM's workforce was even more vital than for many of its competitors.

IBM employees were highly qualified and motivated, but the existing workforce could simply not provide the global flexibility that would be needed to serve the needs of IBM's evolving clients. The customer was saying, "know my business and provide value propositions that are unique to me." Yet, IBM's workforce systems and decisions tended to be focused on accurately projecting demand and creating sufficient supply of talent against a multinational model that often operated separately within countries or regions.

IBM sales and service experts were highly skilled in IBM products and solutions, but it was their unique knowledge about the client's industry and global implications that increasingly would become key differentiators.

The key would be to make the most effective tradeoffs between terms and conditions of employment across regions and be able to move talent quickly between them, whether physically or virtually. IBM needed to be able to quickly and accurately find the capabilities of its workforce, wherever those capabilities exist, and deploy them against clients' problems faster and at a lower cost point than the competition.

Randy and his colleagues realized that this would mean a significant change in how IBM defined its workforce, the information systems that employees and leaders used to understand and make decisions about workforce capability, and the way the capabilities of IBM's employees, teams and units connected to client needs and IBM strategy. Some consulting firms had begun to implement systems that used the language of competencies, capabilities or skills to depict the "inventory" of workforce capability and then matched that inventory to the pattern of their clients' needs. Such organizations generally had fewer than 100,000 employees, with fairly focused professional service domains. IBM was considerably larger, operated in multiple product and service sectors and would increasingly need to tap human resources throughout the world. In addition, a realistic idea about the true availability of capabilities would potentially require integrating information on hundreds of thousands of IBM job applicants in many countries and more than 90,000 contractors.

Answer the following questions:

- a) Which HR strategy has been mainly focused by IBM? As per your understanding what could be the reasons behind it?
- b) What strategies are being used by IBM to retain and attract talented workforce?
- c) Write a short note on other Talent Management strategies being used by software industries.

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.