

Programme: PGDHRM

Academic Year: 2011-2012

Subject: Strategic Human Resource Management

Semester

IV

Course

New

Marks:

70

Date: 2.1.2012

Time:

3.00 p.m to 6.00 p.m

Instructions: Candidates should read carefully the instructions printed on the question paper and on the cover of the Answer Book, which is provided for their use.

NB:

1. Answer to each new question to be started on a fresh page.
2. Figures in brackets indicate full marks

Q1) Write short notes on : (any two.)**(Marks : 10)**

- a) Role of HR in the value chain.
- b) Succession planning
- c) Knowledge Management
- d) Behaviourally Anchored Rating Scale (BARS)
- e) Virtual Training

Q2) Attempt any 2 out of 4**(Marks : 10)**

- a) Discuss the features of a learning organization.
- b) What are the objectives of Human Resource Planning ?
- c) Explain the Balanced Scorecard.
- d) Elaborate on the role of communication in downsizing.

Q3) Attempt any 3 out of 5**(Marks : 30)**

- a) Comment on the role of HR as a Strategic Partner. What are the expectations from HR as a Strategic Partner ?
- b) Explain in detail the techniques used in Strategic Recruitment.
- c) Discuss the strategic issues in forecasting Human Resource Supply

- d) Explain the significance of compensation strategy. What are the strategic issues in compensation ?
- e) Explain the concept of 'Quality Circles'. Explain the term 'empowerment' and elaborate on its benefits.

Q4) CASE STUDY :

(Marks : 20)

Pinnacle Software Limited has an annual turnover of Rs 2000 crores. The company is 10 years old. It has been a highly profitable company since its inception and has been rated as one of the 'fastest growing companies' as per the recent surveys by one of the leading business magazines.

The company is based at Pune and has an employee base of 1500. It presently caters to Asian customers and has plans to enter the European market. The organization has ambitious growth plans and is targeting a five fold increase in business turnover in the next three years. The company was 9th in the ranking of 'Great Places to Work' in the country.

Employee attrition is 18% per annum as against the industry norm of 22%

Traditionally the Training Department at Pinnacle Software aimed at ensuring the employees can effectively accomplish their jobs. In today's competitive scenario, the Training Team realizes that to stay ahead of their competitors, reinvention, innovation and a strategic training focus will play a crucial role.

Questions (attempt all these 3 questions) :

- a) Discuss how effectively trained employees create a competitive advantage for organizations? (7)
- b) The training and development of managers is a multibillion-dollar business. A wide variety of training methods are used for developing managers. Discuss what organizations can do to ensure effective training is rendered to employees? (7)
- c) What according to you, are the strategic issues in training and development that should be the key focus of the Training Team at Pinnacle Software Limited ? (6)
