

SVKM's NMIMS
School of Distance Learning

Programme: PGDHRM

Academic year: 2012 – 2013

Subject: Strategic HRM

Semester: IV

Course New

Marks 70

Date: 13.07.2012

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) Attempt any 2 out of 3

Marks : 10

- a) Explain the Graphic Rating Scale
- b) Explain the term 'SWOT' analysis
- c) Differentiate between Traditional and Strategic Pay

Q2) Write short notes on : (any 2 out of 5)

Marks : 10

- a) Head Hunting
- b) Assessment Centre
- c) Succession Planning
- d) Horizontal Multi-skilling
- e) Learning organization

Q3) Attempt any 3 out of 5

Marks : 30

- a) Explain the significance of Career Development. What are the objectives of career development ?
- b) What are the elements of an effective succession plan? Narrate limitations of succession planning.
- c) Elaborate on reasons for failure of mergers and acquisitions. What is the role of communication in a merger process ?
- d) What is performance management ? How does performance management impact organizational performance ?

- e) Explain the Kurt Lewin Model of change. 'HR plays the role of a change agent' – Comment.

Q4) CASE STUDY : Answer in detail

Marks : 20

Sunrise Hotel is located in a medium sized, tourism based town in the Northeast U.S. It is a budget hotel, with 60 guest rooms and a view of the beach. The occupancy during peak season for the Sunrise Hotel is 98%, but during the winter months goes down to 65%. Joe is the General Manager of Sunrise Hotel and has been in his current position for 5 years. He has been with Sunrise Hotel for a total of 10 years. He worked his way up at Sunrise Hotel from front desk agent to front desk supervisor, and finally to Assistant General Manager before he became the General Manager. He does a good job of screening potential employees for his front desk area of the hotel because he realizes the importance of that area of the hotel, especially in tourist areas. He also has incentives set up for excellent performance of the front desk agents and training and development programs designed to give everyone information that will help them do their job better. There is a sense of teamwork at Sunrise Hotel and that helps everyone want to do a good job. His guest satisfaction ratings for his hotel are overall excellent. On a rating scale of 1–10, his hotel averages a 9. The average length of tenure of his employees is 4 years, and his current front desk supervisor was promoted from within, along with his Assistant General Manager. Because of the small size of the hotel, Joe is actually involved with all of the hiring decisions and helps to give training programs himself, along with his leadership team. The employee turnover at the Sunrise Hotel is 25% overall and that is primarily when hourly employees graduate high school or college and leave the Sunrise Hotel for a career somewhere else.

The employee turnover at Sunrise Hotel is a cause of worry for Joe and the senior management team at Sunrise Hotel. It is evident that the present HR initiatives are at a very nascent stage and a strategic focus is essential.

Given this scenario Joe has in the recent past sought the support of a relative who happens to have some HR expertise. She has advised Joe on recruitment and selection, training and development. The relative also suggests that the business needs a well thought out human resource plan.

Joe has now sought your support as a HR consultant on a part-time basis for a period of one year to guide The Sunrise Hotel management further.

Questions (attempt both questions) :

- a) Critically evaluate the role of Strategic Human Resources at Sunrise Hotel
- b) Make justified recommendations to improve the effectiveness of human resources management at Sunrise Hotel

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