

	<b>Sanjay Ghodawat University, Kolhapur</b> Established as State Private University under Govt. of Maharashtra. Act No XL, 2017	<b>2018-19</b>
<b>SY MBA</b>	<b>School of Commerce and Management</b>	<b>Department:- Management</b>
<b>Course Code : MMC HR 614</b>	<b>Course Title:- Strategic HRM</b>	<b>Semester – Even</b>
<b>Day and Date :- Thursday</b>	<b>End Semester Examination</b>	<b>Time: 3 hrs, Max Marks: 100</b>

**Instructions:** 1) All Questions are compulsory. **2-30 to 5-30 PM**  
30/5/2019 2) Answer of optional question will not be considered for evaluation.

		Marks	COs	Bloom's Level
<b>Q.1</b>	<b>Answer the following Questions.</b>			
a)	Summarize the Challenges of SHRM.	10	CO1	L2
b)	Illustrate how strategic HRM helps to improve business performance. OR	10	CO2	L3
b)	List out investment perspective of HR and explain it in your words.	10	CO2	L3
<b>Q.2</b>	<b>Answer the following Questions.</b>			
a)	How would you apply HR dimensions to knowledge management?	10	CO3	L3
b)	Examine the different components of HR Systems with the help of suitable examples. OR	10	CO4	L4
b)	Explain the Recruitment & Retention strategies in HR system.	10	CO4	L2
<b>Q.3</b>	<b>Answer the following Questions.</b>			
a)	Mr. Sundar did his post graduation with HRM Specialization from reputed B – School in India. He also has completed value added certificates required for HR job such as diploma in labour laws, ERP Module in HR etc. He wants to join MNC Company for his better career. Assume you are Career Consultant and determine which are the skills required to be globally competent managers. OR	10	CO5	L5
a)	Describe the term strategic alliances with suitable example.	10	CO5	L2
<b>Q.4</b>	<b>Answer the following Questions.</b>			
a)	Interpret about Strategic HR and the Internationalization of Business.	10	CO6	L4
b)	Illustrate how global companies are going to train & maintain international employees?	10	CO6	L3
c)	Rajesh Software Limited is a fast growing software	10	CO6	L6

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company in India. It defines designs and delivers technology-enabled business solutions to its clients. It has a global presence through strategic alliance with leading technology providers located in different parts of the world. In fact, it conducts its global operations through its 22 overseas offices located in countries like the USA, UK, Australia, China, Poland, South Africa, the Philippines, and Argentina. The company has 15,000 employees, of which 3200 are expatriates on an international assignment at any point of time. It has an international HR division as part of the well-developed HR department to prepare, expatriate, and repatriate the employees linked to foreign assignments. The HR department of this company is managed by Mr. Pranav Kumar, director (HR). The International Human Resource (IHR) division, headed by AGM (IHR) Mr. Srinivas Patel, is responsible for identifying, training, orienting and compensating the expatriate employees. It is also responsible for evaluating the performance of the expatriate on overseas missions. Since Rajesh Software gets a sizeable portion of its income from overseas operations, it has spent a considerable amount of time and resources to develop a global HR system. Yet, the international division of this company faces a few specific problems like high employee attrition among expatriates and a high cost of maintaining them on international assignments. An employee satisfaction survey conducted among the expatriates revealed employee dissatisfaction over performance evaluation and pay differences. Some of the expatriates complained that the IHR division was ignoring the dissimilarity in the expatriate assignments and foreign situation while evaluating the performance of the expatriate employees in the same positions posted to different countries. As such the international performance management tools have failed to recognize the country-or-region-specific difficulties in job performance. Another major problem associated with the expatriate assignment is the high cost of maintaining expatriates on overseas jobs. Rajesh Software estimated that the cost of using local employees. The management also felt that the expatriates often overemphasized short-term results rather than the necessary long-term results since they were aware that they would be working in the foreign assignment only for a few years. The management sought the view of the HR department about the expatriate problems and instructed it to develop strategies to surmount them. The HR department forwarded the letter to the IHR division for its



views and responses. Mr. Patel, in his reply, defended both the performance evaluation system for expatriates and the practice of deputing parent-country employees. Regarding performance evaluation, he maintained that a cross-section of the employees, including expatriates, was consulted while designing the international performance standards and evaluation techniques. Thus, the international performance management system was objective and comprehensive. As regards, the high cost associated with the expatriate employees, he wanted the present system to continue in the future despite managerial vacancies. According to him, the expatriate system enabled the company to have a better and direct control over the foreign branches. When his response was placed before the management, there was a sense of disappointment among the top managers. This was because the response from IHR division was devoid of any concrete solution. Understandably, the management was seriously pondering its next move.

Questions:

- 1) What is your opinion about the response of the IHR division to the queries raised by the management?
- 2) Accordingly to you, what should the management do now to address the problems of high attrition and cost in international operations?

OR

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|----|---|----|-----|----|
| c) | Use suitable example and explain portfolio process and structure related strategic responses. | 10 | CO6 | L3 |
|----|---|----|-----|----|

**Q.5**      **Answer the following Questions.**

- |    |  |    |     |    |
|----|--|----|-----|----|
| a) | Assume you are Vice President HR in ABC Ltd. This is a reputed MNC in textile industry. Your company would like to acquire sick unit India. As a Vice President HR how would you discover the strategic plan for HR in view of Mergers & Acquisitions? | 10 | CO5 | L4 |
| b) | List out the different methods of developing international staff & team members.   | 10 | CO5 | L3 |

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