

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA - SEMESTER-IV • EXAMINATION – SUMMER 2013**

**Subject Code: 840303****Date: 14-05-2013****Subject Name: Strategic Human Resource Management****Time: 14:30pm – 17:30pm****Total Marks: 70****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

- Q.1** (a) Discuss the impact of the environmental forces namely social forces, regulatory forces, technological forces and forces of competition - on the prospects of any given business in the current globalised business scenario. **07**
- (b) Define what you understand by a market driven strategy and a resource driven strategy. Discuss when and why a Market driven strategy works and when and why a resource driven strategy works. Give suitable examples. **07**

- Q.2** (a) What do you understand by Human Resource Environment of Business? For any given ONE environmental factor, discuss the impact it can have on the HR practices in any given organization. Give suitable examples. **07**
- (b) Discuss what you understand by Organisational Macro HR Policy. Mention the various factors that affect the macro HR policy of an organization. Choose any one factor and explain how that factor can possibly affect the HR environment with a given organization. Give suitable examples. **07**

**OR**

- (b) Discuss what you understand by Organisational Micro HR Policy. Mention the various factors that affect the micro part of HR. Choose any one factor and explain how that factor can possibly affect the Manpower acquisition system or the manpower development system within a given organization. Give suitable examples. **07**

- Q.3** (a) The Human Resource System within any given organization consists of the acquisition system, maintenance system, motivation system and development system. Discuss how all these four systems are and should be inter-related in order to create competitive advantage for an organization. Give suitable examples. **07**
- (b) How does conventional HR Planning differ from Strategic HR Planning? Why and how a company that is going for backward and/or forward integration should consider integrating its HR Planning with Strategic Planning? **07**

**OR**

- Q.3** (a) The Human Resource System within any given organization consists of the acquisition system, maintenance system, motivation system and development system. Discuss the role of the external system on all these four organizational systems. Give suitable examples. **07**
- (b) Discuss how an organizational de-layering process force a company to change its policy of recruitment as well as its choice of market for recruitment. Give suitable examples. **07**

- Q.4** (a) Why is Interview considered to be the most important selection instrument for strategic selection ? Discuss the importance of involvement of HR managers in the selection of candidates for key positions. **07**

- (b) While complete outsourcing of the job of strategic selection is not desirable, yet selective involvement of outside experts are extensively used in selection of key executives. Explain. **07**

**OR**

- Q.4** (a) Why different methodologies of development are used for developing managers in different stages of their career? Give suitable examples. **07**  
(b) Compare and contrast the behavioural and environmental strategies of developing managers. To what extent do they complement each-other? **07**

- Q.5** (a) How can an organization create competitive advantage out of it's own structure? Explain taking different business situations and related structures that can create competitive advantage. **07**  
(b) Why is team performance equally important as is individual performance? While assessing performance of a team, why is it necessary to assess team climate? Explain giving suitable examples. **07**

**OR**

- Q.5** (a) What is the relationship between structure and culture of an organization? How can culture be the source of competitive advantage for an organization? Explain giving suitable examples. **07**  
(b) How would the compensation strategy of a company get affected if it goes for acquisition of another company? While negotiating compensation packages in an Merger and Acquisition scenario, how can union be made to play a positive role. Explain. **07**

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