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14 (COM-2) 2066

2022

COMMERCE

Paper : COM-2066

(Strategic Human Resource Management)

Full Marks : 80

Time : Three hours

The figures in the margin indicate full marks for the questions.

Answer Question Nos. 1, 2 and 8 and any three from the rest.

1. Choose the correct answer from the following : 1×5=5

(i) An appraiser rating an employee high on all performance criteria because of high performance in one criterion is called :

- (a) Primacy effect
- (b) Horns effect
- (c) Halo effect
- (d) Recency effect

Contd.

- (ii) Ensuring a fair balance between an employee's contributions to the job and the rewards received in return from that job is the essence of
- (a) Expectancy theory
 - (b) Equity theory
 - (c) Agency theory
 - (d) Contingency theory
- (iii) When the firms adopt a strategy of limiting recruitment to the nationalities of the host country where the branch is located ; it is called
- (a) Polycentric approach
 - (b) Geocentric approach
 - (c) Regiocentric approach
 - (d) Ethnocentric approach

(iv) The term 'Generation X' is generally used to refer to the people born between

(a) 1946-1964

(b) 1965-1979

(c) 1980-1996

(d) None of the above

(v) When behaviours, moods, stress, or emotions from work are transferred to the family domain or vice versa it is called

(a) Spillover

(b) Congruence

(c) Compensation

(d) Segmentation

2. Write short notes on **any five** of the following in about **150-200** words each : $5 \times 5 = 25$

(i) HR challenges resulting from an ageing workforce

- (ii) Strategies for employee retention
- (iii) Equity theory of compensation
- (iv) Seniority Vs. Merit based promotions
- (v) Managing employee stress
- (vi) Approaches in international staffing
- (vii) HRD Scorecard

3. Discuss by giving suitable examples, the various demographic, societal and workforce trends that have emerged in the business environment and the challenges faced by HR in managing them. 12

4. "In order to measure performance completely, multiple criteria should be combined to obtain a single performance measure." Discuss. Also highlight the benefits and problems in adopting a 360 degree appraisal system. 4+8=12

Do you think competency based pay and reward systems are more effective than traditional compensation programmes? Explain. Also discuss the steps that need to be followed in designing a competency based-pay system. $7+5=12$

5. Repatriation poses more serious problems than those encountered at expatriation. In the light of this statement discuss the various stages that an expat goes through during repatriation. Also highlight the challenges faced by them during this process. Suggest some ways to reduce repatriation problems. $5+4+3=12$

7. Define the concept of HR re-engineering. What is the need of having a separate segment for Human resource accounting in organisations? $4+8=12$

8. Bharat Tech Ltd. is a large MNC having more than 50 years of history, a global workforce of more than 1,00,000 employees and is headquartered in Mumbai (India). The corporation had its presence in 50 countries and regional autonomy was provided to the subsidiaries so that they could take decisions independently. Up until the early 1990s, the corporation had hardly any global HR Policies, i.e., HR practices in areas like pay, training and flexitime differed widely between countries. However, in the early 1990s, Bharat Tech - which had enjoyed a near monopoly status in its markets until then encountered economic problems due to higher global and domestic competition. A new CEO was appointed who made far reaching changes to the business strategy and the organizational structure. In particular, the decision-making authority of local/regional managers was reduced and social responsibility was transferred to the headquarters in Mumbai. Furthermore, the

company was structured around business units, each responsible for a certain range of products. Business units were encouraged to standardize management functions such as finance, marketing and human resources as far as possible on a worldwide basis. As the global HR head of Bharat Tech —

- (a) How will you justify the decisions taken by the new CEO? Give reasons.
- (b) Which HR practices would you standardise on a global basis?
- (c) Where would you allow different approaches to be adopted?
- (d) How would you ensure that global policies are implemented by the subsidiaries? Suggest some measures.

3+4+3+4=14
