

**GUJARAT TECHNOLOGICAL UNIVERSITY****M.B.A -IV<sup>th</sup> SEMESTER-EXAMINATION – MAY- 2012****Subject code: 840303****Date: 23/05/2012****Subject Name: Strategic Human Resource Management (SHRM)****Time: 10:30 am – 01:30 pm****Total Marks: 70****Instructions:**

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

<b>Q.1</b>	(a)	Provide a few situational conditions when a change in technology affected the social forces around a firm.	<b>07</b>
	(b)	Why organizational culture is considered a very powerful resource for doing business in a competitive environment? Identify four special characteristics of this resource which could give one certain advantage.	<b>07</b>
<b>Q.2</b>	(a)	What is meant by strategic use of human resources? List out some of the advantages of such strategy.	<b>07</b>
	(b)	Why a liner relation between HR and line is not very conducive for creating HR-based competitive advantage?	<b>07</b>
		<b>OR</b>	
	(b)	Human resource-based competitive advantage could be built from employee skills and expertise, organizational culture, and human resource systems. Among these three methods which one a tough challenger would find hardest to duplicate and why?	<b>07</b>
<b>Q.3</b>	(a)	How a company could gain competitive advantage when it links its choice of employee market with its own action in other areas of HR practices?	<b>07</b>
	(b)	Why interview is considered the most important selection instrument for strategic selection?	<b>07</b>
		<b>OR</b>	
<b>Q.3</b>	(a)	What is the basic difference between a conventional selection and a strategic selection?	<b>07</b>
	(b)	Briefly explain common limitations of internal employee developmental programmes.	<b>07</b>
<b>Q.4</b>	(a)	What is a matrix structure and why do multinational companies so often use it for managing business across many countries?	<b>07</b>
	(b)	Explain the remedial measures that can be taken to correct performance gaps of a company	<b>07</b>
		<b>OR</b>	
<b>Q.4</b>	(a)	Compare the virtues and vices of seniority and performance-based compensation policies.	<b>07</b>
	(b)	Why despite lots of advantages, 360 degree appraisal method is still not very popular in most Indian business organizations?	<b>07</b>
<b>Q.5</b>	(a)	Explain why ordinary workers join trade unions.	<b>07</b>
	(b)	Why does a company outsource the goods and services that it can produce itself?	<b>07</b>
		<b>OR</b>	
<b>Q.5</b>	(a)	Enumerate advantages that an organization could get through trade union involvement in its strategic plan.	<b>07</b>
	(b)	Why do most managers suffer from terrible stress when they hear that the present promoter of their company is planning to sell a big chunk of their shares to another company?	<b>07</b>

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