



Avinashilingam Institute for Home Science and Higher Education for Women

Deemed to be University Estd. u/s 3 of UGC Act 1956, Category 'A' by MHRD (now MoE)

Re-accredited with 'A++' Grade by NAAC. CGPA 3.65/4, Category I by UGC

Coimbatore - 641 043, Tamil Nadu, India

Continuous Internal Assessment Test I – February 2025

Semester-II

Class: I P.G.

Branch: MBA, MBA SF

Time: 2Hours

Max. Marks:60

23MBAC12- Strategic Human Resource Management

Course Outcomes:

On the Completion of the course students will be able to

CO1: Identify the Strategic issues in HR and design an appropriate HR Model.

CO2: Understand Work behaviour with competencies and skill sets to manage disruptions in knowledge economy.

CO3: Relate the impact of HR on other operations to achieve organizational excellence.

CO4: Handle HR Challenges and facilitate smooth running of the organization.

CO5: Work as a strategic partner in the employed Organization to analyse internal capabilities and create HR as a strategic business enabler.

PART A

6 x 1 = 6

Choose the Correct Answer

1. Human resource management means **CO2 K1**
 - a. A method which an organisation collects, maintains and reports information on people and jobs
 - b. The process of integrating the employees' needs and aspirations with organizational needs
 - c. The process of bringing people and organisation together so that the goals of each are achieved
 - d. The efforts to make life worth living for workers

2. This HRM Model outlines 4 key roles the HR function must take an _____ **CO1 K1**
 - a. Ulrich Model
 - b. Guest Model
 - c. Harvard Model
 - d. Warwick Model

3. Job Analysis, Man Power Planning, Recruitment and selection are HR functions under the domain of _____. **CO3 K1**
 - a. Integration
 - b. Procurement
 - c. Development
 - d. Maintenance

4. is a factual statement of tasks & duties involved in a job. **CO2 K1**
 - a. Job description
 - b. Job specification
 - c. Job Analysis
 - d. Job evaluation

5. Identify who laid the foundation of HRM Practice _____ **CO2 K1**
 - a. David McClelland
 - b. Peter Druker
 - c. Elton Mayo
 - d. Roethlisberger

6. The process of helping excess employees to find new jobs is referred as _____ **CO2K1**
 - a. Job Hunting
 - b. Job Pathing
 - c. Outplacement
 - d. Placement

PART B

3 x 6 = 18

Answer ALL questions

Each answer should not exceed 400 words or two pages

7. a. Difference between Personnel Management Vs Human Resource Management **CO1 K2**
(Or)
7. b. Sketch the role of HR Manager in Digital era. **CO1 K2**

8. a. What are the components of Ten C Model? **CO1 K2**
(Or)
8. b. Brief Harvard Model of HR with example **CO1 K2**

- 9.a. How to balance role expectations and personality HR. CO2 K3
(Or)
- 9.b. Enumerate on how HR Manager involves in strategy formulation. CO2 K3

PART C

3x12=36

Answer ALL questions

Each answer should not exceed 800 words or four pages

- 10.a. Examine the David Guest Model and its application in today's scenario. CO1 K4
(Or)
- 10.b. Trace the history of HRM Practices and how do you think it is modified now. CO3 K3
- 11.a. Enumerate Behavioural modifications at Workplace CO3 K3
(Or)
- 11.b. Discuss about the different strategic approaches to job design. CO3 K3

12. Case Study: (Compulsory Question) CO3 K5

Suresh was a Sales Manager for Industrial Products Company in City branch. A week ago, he was promoted and shifted to Head Office as Deputy Manager - Product Management for a division of products which he was not very familiar with. Three days ago, the company VP - Mr. George, convened a meeting of all Product Managers. Suresh new boss (Product Manager Kathir) was not able to attend due to some other preoccupation. Hence, the Marketing Director, Pravin - asked Suresh to attend the meeting as this would give him an exposure into his new role. At the beginning of the meeting, Pravin introduced Suresh very briefly to the VP. The meeting started with an address from the VP and soon it got into a series of questions from him to every Product Manager.

George, of course, was pretty thorough with every single product of the company and he was known to be pushy and a blunt veteran in the field. Most of the Product Managers were very clear of George's ways of working and had thoroughly prepared for the meeting and were giving to the point answers. George then started with Suresh. Suresh being new to the product, was quite confused and fared miserably.

Pravin immediately understood that George had possibly failed to remember that Suresh was new to the job. He thought of interrupting George's questioning and giving a discrete reminder that Suresh was new. But by that time, George who was pretty upset with the lack of preparation by Suresh made a public statement "Gentlemen, you are witnessing here an example of sloppy work and this can't be excused".

Now Pravin was in two minds - should he interrupt George and tell him that Suresh is new in that position OR should he wait till the end of the meeting and tell George privately. Pravin chose the second option. Suresh was visibly angry at the treatment meted out by George but he also chose to keep mum.

George quickly closed the meeting saying that he found in general, lack of planning in the department and asked Pravin to stay back in the room for further discussions. Before Pravin could give any explanation on Suresh, George asked him "Tell me openly, Pravin, was I too rough with that boy?" Pravin said "Yes, you were. In fact, I was about to remind you that Suresh is new to the job".

George explained that the fact that Suresh was new to the job didn't quite register with him during the meeting. George admitted that he had made a mistake and asked his secretary to get Suresh report to the room immediately.

A perplexed and uneasy Suresh reported to George's room after few minutes. George looking Suresh straight into his eyes said "I have done something which I should have never even thought of and I want to apologise to you.

It is my mistake that I did not recollect that you were new to the job when I was questioning you". Suresh was left speechless. George continued "I would like to state few things clearly to you. Your job is to make sure that people like me and your bosses do not make stupid decisions. We have good confidence in your abilities and that is why we have brought you to the Head Office. For everybody, time is required for learning. I will expect you to know all the nuances of your product in three months time. Until then you have my complete confidence". George closed the conversation with a big reassuring handshake with Suresh.

Questions:

1. Was it at all necessary for George to apologise to such a junior employee like Suresh?
2. If you were in Suresh place, how would you respond to George's apology?
3. Was George correct in saying that Suresh is there to correct the "stupid mistake" of his boss and George?
4. Would you employ George in your company?
5. Did Pravin make a mistake by not intervening during the meeting and correct George's misconception about Suresh ?
6. As an HR man, how would you define the character of George - bullying but later regretting? Does his attitude need to be corrected?
7. Would you be happy to have George/Pravin as your boss?

