

Name:	
Enrolment No:	

UNIVERSITY OF PETROLEUM & ENERGY STUDIES

End Semester Examination – May, 2023

Program: BBA (Core)
Subject/Course: Strategic Human Resource Management
Course Code: HRES 3014P

Semester: VI
Max. Marks: 100
Duration: 3 Hours

Q.No.	SECTION A Fill in the blanks	COs
1	a) SHRM can be defined as _____ b) The three dimensions of compensation are- design of compensation system, _____, and _____. c) The two strategic compensation patterns are _____ and _____ d) A non-traditional way of investing in human resources can be _____ e) The acronym ESOPs stands for _____ f) The three approaches to staffing subsidiaries of MNCs are polycentric, _____ and _____. g) The term VRS stands for _____ h) A prospector business strategy will be more aligned with _____ compensation strategy i) In a mechanistic compensation strategy, _____ is the basis of pay j) One difference between international HRM and domestic HRM is _____	CO1
	SECTION B Each question of 5 marks Instruction: Write short answers	
2	Briefly describe the four theoretical perspectives of SHRM <p style="text-align: center;">OR</p> Briefly discuss the VRIO framework of human resource as a competitive advantage.	CO2
3	Briefly explain the HR strategy which would be followed by a company like SONY which sells premium products?	CO3
4	Discuss the ‘Best Practices’ approaches to management of human resources, along with its merits and demerits, if any.	CO2
5	“In the context of changing demographic trends in the workforce, it is important to ensure equal representation of female employees in all organizations.” Comment.	CO4
	SECTION C	

	Each question is of 10 marks.	
6	Why is it important to manage organizational change? In what specific ways can HR managers contribute to managing organizational change and transformation?	CO2
7	Organizations make huge investments in increasing the value of their workforce. In this context discuss the different ways in which the organizations make training and development related investments. OR HR practices are related to various stages of organizational life cycle. List the different stages of organizational life cycle and discuss the HR practices related to each of them.	CO2
8	Why is it important to provide predeparture training to employee on international assignments? What should be the major elements of expatriate training program and why? OR What is merit pay? How is it different from variable pay? Which of the two, in your opinion. Has a higher motivational value for an employee? Explain your answer with suitable examples.	CO4
	SECTION D This section is of (15x2=)30 marks Instruction: Read the caselet and answer the questions which follow	
	A major consequence of globalization has been a spate of mergers and acquisitions (M&A). As geographical boundaries break down for business, this is one way firms ensure their presence in different parts of the world. There has been a marked increase in merger activities since mid-1990. Mergers take place to increase shareholder value, dominate or penetrate new markets, develop new products and services and defend the organisation against a takeover. The rationale for the merger affects how the merger is managed. The reason for the merger affects whether the organization strategy includes a reduction in head count, relocation or other such HR issues which have a direct impact on employees. The critical issue seems to be not so much whether there are job losses but how these process are carry out. When senior managers of the acquired company lose their jobs following a merger, employees may feel uncertain and vulnerable. Open and honest communication is very important in maintaining employee commitment. Mergers and acquisitions set off waves of change within the concerned firms. Unless managed, business performance can go down due to employee uncertainty. The role of HR manager is very crucial during mergers. Mergers have three phases: the run-up of pre merger phase, the immediate transition (the first hundred days or six months) and the integration or the long term coming together of the two merging entities.	

	<p>M&A can create certain problem for organization. One of the problems is retrenchment of staff that becomes surplus due to rationalization of operations. For example, in the financial service sector merger and acquisition activity between 1996 and 2006 caused an aggregate employment decline. This industry has traditionally been associated with stable and even life time employment. Due to M&A, sector expert predicted a loss of more than 300,000 jobs in the banking sector between 1999 and 2002. When negotiations for M&A are on, employees of the concerned firms are subject to rumors that cause insecurity about the future. Employees respond by looking for alternative jobs and voluntary leaving the firm, or there maybe instances of organisational conflict as each individual tries to protect his or her own job. Thus, HRM is faced with several challenges before, during and after the M&A decision</p>	
9	Examine the causes and problems of mergers among firms, specifically highlight the HR challenges	CO3
10	What role can HR managers play in managing the three phases of merger?	CO4