

Name : .....

Roll No. : .....

Invigilator's Signature : .....

**CS/M.Phil (MGMT)/SEM-1/HRM-002/2010**

**2010**

**STRATEGIC HUMAN RESOURCE MANAGEMENT**

Time Allotted : 3 Hours

Full Marks : 70

*The figures in the margin indicate full marks.*

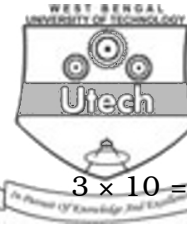
*Candidates are required to give their answers in their own words as far as practicable.*

**GROUP – A**

Answer any *two* of the following.  $2 \times 20 = 40$

1. Define Manpower Planning ? Explain the ideal process of manpower planning in manufacturing organization.
2. Discuss briefly the four cultural predispositions MNCs tend to have towards managing things in a global context.
3. Discuss Hofstede's cultural dimension that enable an understanding of cultures across countries.
4. Do you think career planning should be individual centred or organization centred ? Briefly discuss the career planning programme of an organization you know.
5. Write short notes on any *two* of the following :
  - a) Job Description
  - b) Calculating training cost
  - c) Selection tests.

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**GROUP – B**

Answer any *three* of the following.  $3 \times 10 = 30$

6. While growing up, Jerry Slate was always rewarded by his parents for showing independence. What he started school, he was successful both inside and outside the classroom. He was always striving to be things like traffic patroller and lunchroom monitor in grade school. Yet his mother worried about him because he never got along well with other children of his own age. When confronted with this, Jerry would reply : “Well, I do not need them. Besides, they cannot do things as well as I can. I do not have time to help them; I am busy in improving myself.” Jerry went on to do very well in both high school and college. He was always at or near the top of his class academically and was a very good long distance runner for the track teams in high school and college. In college he shield away from joining a fraternity and lived in an apartment by himself. On graduation he went to work for a large insurance company and soon became one of the top salespersons. Jerry is very proud of the fact that he was one of the top five salespersons in six of the eight years he has with the company.



At the home office of the insurance company, the executive committee in charge of making major personnel appointments was discussing the upcoming vacancy of the sales manager's job for the midwestern region. The human resources manager gave the following report : "As you know the midwestern region is lagging far behind from our other regions as far as sales go. We need a highly motivated person to take that situation over and turn it around. After an extensive screening process, I am recommending that Jerry has an outstanding record with the company and is highly motivated. I think he is the person for the job".

- a) Do you agree with the human resource manager ? Why or why not ?
- b) In view of Jerry's background, what motives would appear to be very intense in Jerry ? What motives would appear to be very low ?
- c) What type of motivation is desirable for people in sales positions ? What type of motivation is desirable for people in managerial position ?



7. An upcoming BPO organization wants urgently to recruit 100 personnel from Tier-II cities for their operations. If you were the HR manager, explain the methodology that will be adopted.
8. You have designed a training programme for just promoted supervisor from workmen. What methods will you chose for setting the training objectives for such programme and how do you assess whether such objectives have been achieved ?
9. Line managers generally send personnel for training who are not good performers. If you were the training manager, how would you ensure all employees are sent for training programme ?
10. Think of the job, you currently do or one that you have done recently. Describe two specific things that cold be done to redesign that job, so that employees will be more motivated to perform it.

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