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Reg. No.

IV Semester M.B.A (Day and Eve.) Degree Examination, Sept./Oct.- 2022

MANAGEMENT

Strategic Human Resource Management

(CBCS Scheme 2019-20 Onwards)

Paper - 4.4.2

Time : 3 Hours **Maximum Marks : 70**

SECTION - A

Answer any five questions from the following, each question carries 5 marks. **(5×5=25)**

1. List out the barriers to strategic HR
2. Discuss the types of downsizing strategies
3. What is a best practice approach? Discuss.
4. Demonstrate the steps involved in strategic human resource planning
5. Discuss the structure related strategic responses
6. What are the legal issues to compensation?
7. Briefly explain the concept of VUCA Environment.

SECTION - B

Answer any three questions from the following, each question carries 10 marks. **(3×10=30)**

8. Define Strategic Human Resource Management. Discuss the factors influencing an organization's investment orientation.
9. Discuss the different approaches to international mergers and acquisitions
10. What is performance management? Explain the various measures of performance evaluation
11. Discuss the strategic issues in international assignment.

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SECTION - C

12. Compulsory Case Study: **(1×15=15)**

Tata Consultancy Services Ltd. (TCS), one of the leading Indian IT companies. TCS compensation management system was based on the EVA model. With the implementation of Economic Value Added (EVA)-based compensation, the salary of employees comprised of two parts - fixed and variable. The variable part of the salary was arrived after considering business unit EVA, corporate EVA, and also individual performance EVA. During the fourth quarter of the financial year (FY) 2007-2008, TCS announced its plans to slash 1.5 percent of the variable component of employee salaries since its EVA targets for the third quarter of (FY) 2007-2008 were not met. The announcement came as jolt not only to TCS employees but also to the entire Indian IT industry. The company came in for severe criticism and it was accused of not being transparent with respect to EVA calculation, However, some analysts felt that the pay cuts were a result of the macroeconomic challenges that the Indian IT companies were facing rapid appreciation of the rupee against the US dollar and the recession in the US economy (USA was the largest market for the Indian IT companies)

Questions

1. Analyze TCS' HR practices with respect to its policy related to compensation of its employees.
2. Discuss the pros and cons of the EVA-based compensation management system and also analyse EVA as a performance measurement tool.
3. Appreciate the importance of HR goals and strategies in the success of an organization

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