

Q.P. Code: 00004610

Centre For Distance and Online Education

MMS Programme: Semester – IV (2021-23)

Human Resources Specialization

Strategic HRM with Global Perspective - 60 Marks

Instructions

1. Q1 (20 marks) is compulsory
 2. Attempt Any Four (40 marks) out of Q2, Q3, Q4, Q5, Q6 and Q7
 3. Students have to attempt any four out of the remaining six questions and within each question; students have to attempt any two out of three sub – questions. Each sub – question would carry 05 Marks
 4. Figures to the right indicate full marks
 5. Draw neat diagrams wherever necessary
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Case Study

After a decade of fast growth, going from 250 employees to 15,000 employees and from \$5 million in revenue to \$754 million as well as being ranked No. 1 in the Business Today Best Employer survey, Infosys Group felt a rude shock when it fell off of the Best Employer List completely. Because of this disaster, the leadership of the company held a meeting in November of 2003 to set a new and aggressive milestone for the company: to ensure that Infosys Group was on the Top Ten lists of both Best Performing Companies as well as Best Employers by 2007. While leadership set this seemingly attainable goal, the HR team knew it would be no easy task as no large organization had ever been able to achieve this distinction because of the need to control costs for financial performance and the spending required for employee satisfaction. The fact that Infosys fell completely from the Best Employers list caused a huge media uproar and commotion in the industry, and the situation was referred to as the “downfall” of the poster child of the Indian software industry. As Infosys continued its growth, the HR team knew it needed to

prevent crises like this from happening in the future, but they did not have a model or path to follow.

Q1)

- a. What approach does HR Department needs to follow in the above-mentioned scenario?
(7 Marks)
- b. What strategic measures can be taken for making infoss in Best Employers List again?
(7 Marks)
- c. What measures are required for maintaining the attrition rate of the software companies?
(6 Marks)

Q2) Answer any two of the following

- a. Explain what do you mean by career planning. Map out the career plan for self. (5 Marks)
- b. Why succession planning is important for the organizations. (5 Marks)
- c. What are various costs involved in succession planning? (5 Marks)

Q3) Answer any two of the following

- a. Explain difference between skill matrix and competency matrix. (5 Marks)
- b. What are Common Skills and Competencies that Organizations use? (5 Marks)
- c. Explain the Importance of Skill and Competency Matrix in Organizations. (5 Marks)

Q4) Answer any two of the following

- a. Explain resource-based model of organizational effectiveness. (5 Marks)
- b. What do you mean by organizational effectiveness can it be measured? (5 Marks)
- c. Explain the difference between goal based model and internal process model. (5 Marks)

Q5)

- a. How can one bring multinational cultural diversity? (5 Marks)
- b. Explain organizational culture and organizational socialization? (5 Marks)
- c. How compensation issues can be solved in global context? (5 Marks)

Q6)

- a. How can knowledge transfer happen in employee during succession planning? (5 Marks)
- b. Explain the meaning of Strategic Review? (5 Marks)
- c. How can impact of Organizational Performance be measured? (5 Marks)

Q7)

- a. What are different career advancement programs? (5 Marks)
- b. Explain measures to promote collaboration among cross country employees? (5 Marks)
- c. What is the strategic role of TOP Management? (5 Marks)

Note:

A Student has to separately secure minimum 50% marks in the Internal assessments and secure minimum 50% marks in the Semester End Examination in every subject to be declared as Pass.