P P SAVANI UNIVERSITY

Third Semester of MBA Examination
December 2022

SLMB8130 Strategic & Global Human Resource Management (Major)

21.12.2022, Wednesday   Time: 09:00 a.m. To 11:30 a.m.   Maximum Marks: 60

Instructions:
1. The question paper comprises of two sections.
2. Section I and II must be attempted in same answer sheets.
3. Make suitable assumptions and draw neat figures wherever required.

SECTION – I

			CO	BTL
Q - 1	Answer the Following	[05]		
(i)	Define Strategic HRM?	[01]	1	1
(ii)	HR role as Line or Staff Manager? Explain.	[02]	1	6
(iii)	Define Vision, Mission & Core Values?	[02]	1	1
Q - 2 (a)	(i) Explain Employee as an Asset? What are the difference sources of employees' value? (5 marks)	[10]	2	2
	(ii) What are the factors influencing investment perspectives of the Organization? (5 marks)			

OR

			CO	BTL
Q - 2 (b)	(i) Define Strategic Human Resource Management. How would you describe the framework of Strategic Human Resource Management Process? (5 marks)	[10]	2	1
	(ii) State the objectives & recent trends in strategic HRM. (5 marks)			
Q - 3 (a)	What are the various Models of SHRM? Explain In detail any one Model.	[05]	2	
Q - 3 (b)	What does 'Human Resource Planning' mean? Discuss the role of the Human Resource Manager in Strategic Planning.	[05]	2	2

OR

			CO	BTL
Q - 3 (a)	Discuss Hofstede's Cultural Dimension with example	[05]	3	3
Q - 3 (b)	Explain HR value chain.	[05]	2	4
Q - 4	Attempt any one	[05]		
(i)	Write short note on " Succession Planning"		2	2
(ii)	Contrast the Strategic HRM vs. Traditional HRM		1	2

SECTION – II

			CO	BTL
Q - 1	MCQ/Short Question/Fill in the Blanks (Any Five)	[05]		
(i)	Define Ethnocentric approach to global HRM	[01]	3	1
(ii)	Define BARS? Write the full form of BARS	[02]	3	1
(iii)	Difference between Performance Appraisal & Performance Management. (at least two)	[02]	3	2
Q - 2 (a)	(i) Explain the term Job Rotation, Jon Enlargement & Job Enrichment. (6 Marks)	[10]	3	3
	(ii) Explain the model for design of Work System. (4 Marks)			

OR

Q - 2 (a)	(i) Discuss the cultural issues faced by HR professional in international assignments. As a global HR head, what steps you will take to minimize the same? (5marks)	[10]	3	3
	(ii) Discuss the strategic issues in International Assignments. (5 Marks)			
Q - 3	Attempt any one	[05]		
(i)	Write any 3 trainings to Expatriate		2	2
(ii)	Explain Four approaches to Global HRM		3	2
Q - 4	Analyze the Case Study	[10]	2	4

Critical and Analytical Thinking: Nokia Rethinks HR with Web Portal

Nokia, mobile phone manufacturer, has reduced its HR costs by between 20 to 30 percent after rolling out a web-based HR portal to its 60,000 employees. The portal, part of a major rethink of the way Nokia manages its HR, has given the company a clear view of the capabilities of its worldwide workforce for the first time. Its development comes at a critical time for Nokia, as it battles with cost-cutting, restructuring, and a strategic gamble to jettison its own smartphone operating systems in favour of Microsoft technology. The magnitude of the challenge facing Nokia was revealed to staff in a leaked internal memo in February. Nokia's CEO, Stephen Elop, compared the company to a man standing on a burning oil platform, who might just survive if he jumped in time. Nokia needed to find billions in savings fast as Elop warned.

Single HR system Covering 60,000 Employees In human resources, at least, Nokia had a lot of the pieces in place to make the restructuring possible, says Andrew Winnemore, director of global HR services.

Unlike most multinationals, which have a multitude of HR systems to contend with, Nokia had a single SAP HR system in place. It had a single set of HR data, covering its 60,000 employees in 73 countries. The bad news was that Nokia's SAP system was heavily customised, which made it expensive to maintain and upgrade, says Winnemore.

Nokia opted to roll out a portal that would give employees and managers the ability to access and update their own HR data. The portal aims to free Nokia's HR managers from the burden of administration to focus on more strategic areas of the business. Once it is fully rolled out. Nokia predicts HR staff will be able to reduce the proportion of the time they spend on administrative tasks from 60 to 20 percent; and double the time they spend supporting the business.

Immature Technology

Nokia made its first attempt to introduce a company-wide HR portal

in 2004, But the project ran into difficulties.

The technology was immature, with few off-the-shelf solutions available, says Winnemore. Second, reaching a consensus about how to manage HR processes in the organisation proved unexpectedly difficult. The project team felt they had an agreement on how the workflow should go, but we realised there had to be a deeper sign-off and commitment," said Winnemore. For example, there was the question of who should approve the appointment of new members of staff, he says. Should it go to the manager, the manager's manager, the trade union or the HR department?

Clarity in Process

"Unless you get clarity behind that, you end up having workflows and approval flows which are very difficult to customise, build and maintain." Nokia took these lessons on board when revisited the project in 2008. The project team took time to study and understand the day-to-day tasks and problems facing HR. It became clear that Nokia's HR data were not as consistent as it should be. HR managers in each country were entering data into the SAP system in different ways.

"We found that moving people from one country to another country was just an horrific night- mare." he said. Winnemore and his team developed a detailed change plan before rolling out the portal. At its core was a proposal to create consistent records by centralising HR data entry in one place.

"Part of that was driven by costs, so we could allow our HR consultants in each country to focus on what's important. But the other underlying factor was to simplify and streamline the approach, he said. Nokia created a processing centre in Chennai, India, and a series of regional HR centers to provide HR expertise to managers and employees. The process took 2 years. The second plank of the strategy was a complete re-evaluation of the work flows and policies in HR.

At its heart was a fundamental change in the role of HR, away from policing to providing a support and consulting service to the rest of the business.

"We looked at each transaction and asked questions like, 'can you change your job title yourself, ot not. When you do recruitment, who is involved in recruitment? "When you do a promotion, how do you do a promotion, who is signing off the promotion?," he said. "We looked at everything linked to every HR transaction that we have.

Nokia based the portal on SAP's off-the-shelf web technology, opting for the minimum amount customization to keep the project as simple as possible. of Winnemore and his team rolled the portal out gradually between 2008 and 2010. The plan was to go live with one component and develop it before moving on to the next.

Complaints

"There were lots of problems at the beginning, lots of complaints, and we just went through it systematically step by step, fixing-improving, fixing-improving" Nokia slowly began to encourage staff and managers to use the portal, rather than taking their queries to HR. Making the portal understandable for non-HR specialists and eliminating HR jargon form the portal was a priority, says Winnemore.

At the same Nokia worked to change the way its HR staff work.

"Rather than saying to a manager. Yes, let me do it, it was a matter of the HR person saying. "Let me walk you through what you need to do, then do screen sharing and coaching them to go in," he said. Technically, the challenge is integrating SAP HR system to Nokia's country-based payroll says Winnemore. systems. The company has been working to create a single model for payroll across its geographies over the last year. It is rationalising the number of systems it uses to make integration easier. Next, Winnemore plans to build on the project by developing systems to exploit HR more effectively.

Data Analytics

The company uses an analytics package from Inform Business Impact, now owned by HR specialist Success factors, to monitor recruitment and diversity trends "We do feel that there is a lot more we can do there. And it's one area we are looking at more consciously," he said.

For example, data analytics could be used identify managers who were particularly skilled at high-performing recruits.

"If a manager ends up being really talented at picking out the right people, we should be able to use this information in the future to say, if we have the manager focusing more on this role, we can generate value," he said.

Question 1: Identify the problem faced by Nokia due to technological changes.

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CO   : Course Outcome Number   BTL   : Blooms Taxonomy Level

Level of Bloom's Revised Taxonomy in Assessment

1: Remember	2: Understand	3: Apply
4: Analyze	5: Evaluate	6: Create