

Eastern University, Sri Lanka
Faculty of Commerce & Management
Final Year First Semester Examination in BBA (Specialization in HRM)
2017/18 (January 2020)
(Proper/Repeat)
HRM 4013 Strategic Human Resource Management

Answer all five (05) Questions.

Time: Three Hours

Q1. Read the case study and answer the questions given below.

Strategic Human Resource Management Practices at Standard Chartered Bank (SCB)

Standard Chartered Bank (SCB) is making the practice of SHRM as one of its key priorities. The way SCB adopts its appraisal methodology is of a very strategic angle. By making it a global standard to conduct face-to-face performance appraisals every 6 months goes to show that SCB is reviewing its own performance management objectives to make sure that those objectives stay relevant and achievable, and that is a feature of SHRM. Being sensitive to different cultures by employing different appraisal methods also shows that SCB understands the importance of managers and staff identifying and dealing with real, actual problems in a way that is most familiar and effective to them. That is also another facet of SHRM as through such means, SCB is able to monitor its own competitiveness in the market.

Through appraisals, SCB also classifies their employees into 5 categories ranging from high-potentials, to critical resources, then to core contributors, followed by underachievers and finally, underperformers. By doing so they are able to identify areas in which they are lacking and act upon it. Interestingly, as Geraldine Haley, HR Manager, explains the classifications, it can be seen that SCB is already identifying the likely flow of talent in the bank and are taking actions to manage the flow. For example, when classifying certain employees as underperformers, Haley goes on to mention that this group of people do not fit the job requirements and they should be transferred to another role or be 'managed out'. Clearly, whether the bank decides to place this group of employees in another role (which fits the idea of SHRM because by placing people where they perform best clearly benefits any company), or by managing them out (thereby reducing unnecessary manpower costs or replacement with a more productive candidate), the intent behind both actions is clearly strategic in nature. The employee classification also allows

the bank to understand their potential and manpower mix which is critical because, the HR department would be able to plan in advance for staff mobility or develop different programs to help develop potential of their talents to another level. So far we are able to see that SCB does indeed view its employees as a strategic key asset in churning out profits for the bank.

Yet another SHRM feature being displayed is the secrecy of employee classifications. The stance is that while they do not want certain employees to feel de-motivated and others to boast about their own performances, the whole point of the classification system is to inform managers that there might be actions required on their part to improve the situation. It is true that in SHRM, managers should not cause their staff to feel like they are being constantly monitored for poor performance because this will affect the staff's willingness to contribute towards the company. Again, either way, we see that the actions taken are closely linked to helping the organization achieve its strategic corporate objectives. The classification system is also being used as a guide for regional offices to strategically benchmark against one another to see where they stand.

Ever since SCB has been experiencing a high staff turnover rate among newly recruited employees, a solution in the form of a global induction program named Right Start was implemented to curb this problem and they successfully brought down the rate of employees leaving by 5%. SCB has also gone on to groom talents into leaders by means of providing coaching and self-help tools through various medias such as podcasts, videos and workshops. Another key concept is to allow talents to play to their strengths rather than on focusing on managing their weakness. As Hayley explains the strategic rationale on focusing on coaching talents with global roles in the bank, it is because a small 5% improvement from these top managers is enough to cause a huge positive impact on the bank's earnings.

Under the Best practice view in SHRM, there are some practices of which SCB can safely said to have achieved at least 50% or more of talented employees who can be retain for longer periods such as realistic job previews, use of psychometric tests for selection, well-developed induction training, provision of extensive training for experienced employees, regular appraisal, regular feedback on performance from many sources, individual performance-related pay, profit-related

bonuses, flexible job descriptions and multi-skilling. It can be concluded that SCB is investing so much resources towards its human talent management program simply because it views its employees as human capital for the organization and understands the wisdom in developing and managing its employees in close relation to the values and objectives of the bank so that an effective workforce can be grown, and groomed to achieve the strategic objectives of the bank.

Case Study Questions

- a) Identify the **main problems** identified in the above case study? (03 Marks)
- b) How does SCB conduct the **Performance Management** to retain the talent/potential employees in the work place? (06 Marks)
- c) What are the **programmes** that can be initiated by SCB to manage the staff turnover? (04 Marks)
- d) List out the **SHRM practices** that would be used by SCB to implement the good talent management programmes. (04 Marks)

(Total 17 Marks)

Q2.

- a) Define **Knowledge Management** and why are the **four (04) major roles** played by HR Manager in managing Knowledge of an organization. (06 Marks)
- b) Briefly explain the concept of "**Strategic Human Resource Management**". List out four (04) differences between "**Strategic Human Resource Management**" and "**Traditional Human Resource Management**". (06 Marks)
- c) Define "**HR Competencies**" and how **Competencies** are useful to implement the HR strategies in an organization? (06 Marks)
- d) "Highly engaged employees care about the future of their organization and put in greater effort to help it meet its objectives". **Do you agree with this statement? Justify your answer.** (06 Marks)

(Total 24 Marks)

Q3.

a) Briefly explain any two (02) major Strategic Roles of HR Professionals out of the following:

- i. Strategic Partner
- ii. Employee Advocate
- iii. Human Capital Developer

(06 Marks)

b) What is Learning and Development? How Coaching and Mentoring could be facilitated to cultivate the learning culture among employees in Manufacturing organization?

(07 Marks)

c) A Senior executive expecting promotion for the past 4 years, which is due for him as he is with the organization from its inception. The performance appraisal methods are changing every year, as HR manager is highly curious and adventurous in testing many new methods. The executive cannot cope up with the up gradation of software related to performance appraisals. He is sincere in his job, not very high performing or low. He accomplishes his targets and have been loyal to the organization. When every time his promotion is defined based on performance rankings and his juniors move up the ladder, he felt cheated and victimized he curses and opposed the system of performance appraisal and recently, his behavior is changing on the negative side, not cooperating with his superiors, absenteeism increasing and performance still going low.

Answer the following questions:

- i. What is the major issue in the Performance Evaluation System?
- ii. Who is responsible for the poor performance of the executive?

(06 Marks)

(Total 19 Marks)

Q4.

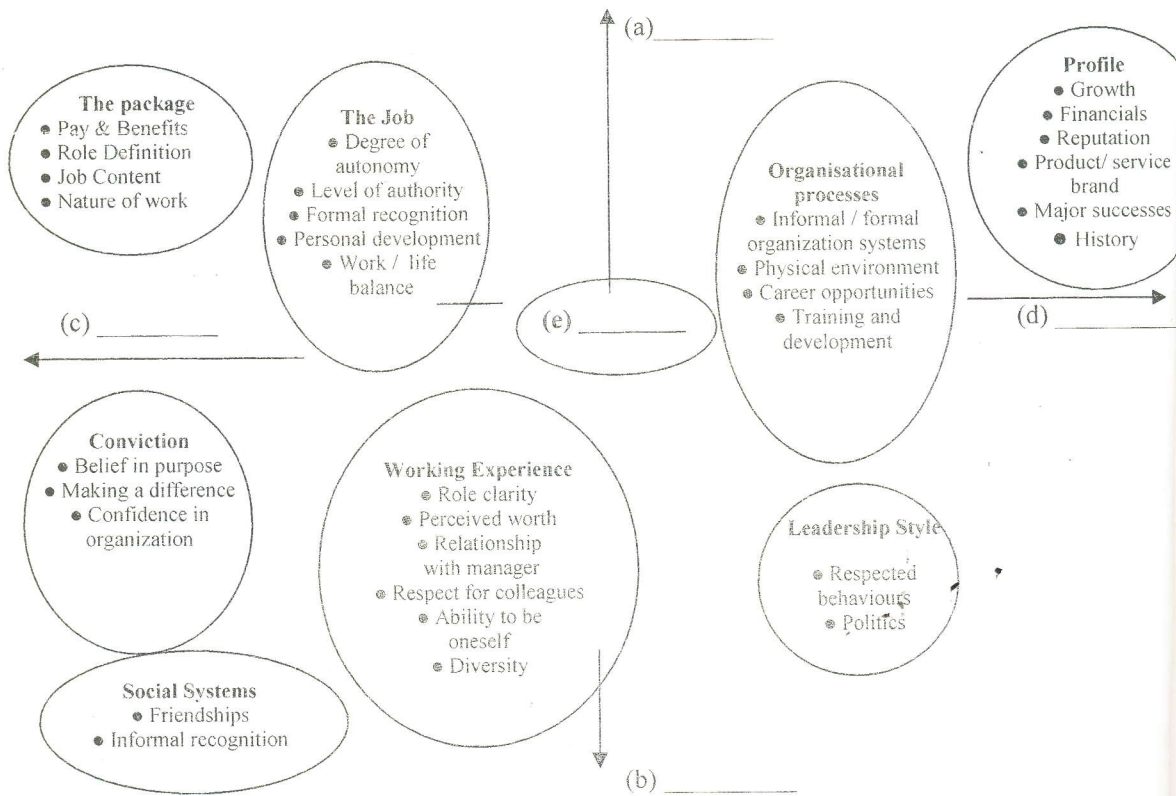
- a) Briefly explain the **three (03) major components** that can be used to integrate the resourcing strategies with strategic plan of an organization. (06 Marks)
- b) Differentiate the terms **“Performance” and “Potential”**. Briefly discuss the **role of 9 Box** to identify the potential employees in the Talent Management Process. (06 Marks)
- c) Briefly describe **two (02) internal and two (02) external factors** affecting the configuration of performance appraisal in Manufacturing organization. (04 Marks)
- d) What is **Employee Engagement Gap**? How Human Resource Manager would be **managed the engagement gap** among the employees at organizational level? (06 Marks)

(Total 22 Marks)

Q5.

- a) How can organizations use the **Johari window model** as a tool to improve the employee relationship in an organization? (06 Marks)
- b) Briefly discuss **two (02) major approaches** to implement the Knowledge Management System (KMS) in an organization. Outline the **three (03) strategic issues** to implement the above system at organizational level. (07 Marks)

c) Look at the schematic version of the Employee Value Proposition (EVP) given below and fill the blanks which reflects the missing words correctly:



(05 Marks)

(Total 18 Mar