

ISLAMIC UNIVERSITY OF TECHNOLOGY (IUT)
ORGANISATION OF ISLAMIC COOPERATION (OIC)

DEPARTMENT OF BUSINESS AND TECHNOLOGY MANAGEMENT

Mid-Semester Examination

Summer Semester, A. Y. 2021-2022

Course No. : **BTM 4857**

Time : 1.5 Hours

Course Title : Strategic Human Resource Management

Marks : 75

Answer all the 3 (three) questions below. All questions carry equal marks. Marks of each question and corresponding CO and PO are written in the right margin with brackets.

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|-------|---|----|------------|
| 1. a) | Define strategic human management? Differentiate between strategic HR development and HR management. | 10 | CO1
PO1 |
| b) | 'Anybody can do HR development.' – Do you agree with this statement? Why and why not? | 8 | CO1
PO1 |
| c) | How can HR development gain a sound strategic footing if there is no long-term basis for overall “strategy” in many organizations? | 7 | CO1
PO1 |
| 2. a) | What are the seven challenges of HR development according to Kienbaum’s consultancy projects? Explain those. | 13 | CO2
PO2 |
| b) | What are the three approaches to ensure employees have the skills the business needs when it needs them? Which is the best approach you think? Why? | 12 | CO2
PO2 |
| 3. a) | Explain the following terms with example | 10 | CO3
PO1 |
| | i. Competence and skill management | | |
| | ii. Succession planning | | |
| b) | In the recent time, Human Resource Management (HRM) practices became so familiar and crucial in every business sector of Bangladesh. Based on practices there are four major functions of HRM (Recruitment and Selection, Training and Development, Performance Appraisal, Compensation and Benefit) in both private and public sector organizations in Bangladesh. Though Bangladesh is a country with abundant labor, employers still complain about a shortage of highly skilled employees in many professions, as well as a lack of competent senior level employees. In the absence of an integrated national education and HRD policy, educational institutes are | 15 | CO3
PO3 |

producing thousands of non-technical and non-vocational graduates every year. This creates a huge imbalance in the labor market. Many highly educated graduates remain unemployed, on the one hand, while knowledge-intensive industries face skill shortages on the other. In addition, in recent years, the free-market economy has intensified competition in different industries, and companies now face stiff competition in acquiring and retaining talented employees. On the other hand, many multinationals have been operating in Bangladesh for a long time, and their financial performance is better than that of the local competitors. However, owing to cultural and institutional differences, the efficacy of these practices for local companies remains in doubt.

Answer the following questions:

- i. What strategies can be taken in terms of the integration of HR in strategy design and implementation in Bangladesh? (10)
- ii. What are the challenges of dynamic approach of teaching people new skills? (5)