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BBA in TM, 8<sup>th</sup> Semester

Date: May 4, 2023 (Morning)

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

DEPARTMENT OF BUSINESS AND TECHNOLOGY MANAGEMENT

Semester Final Examination

Summer Semester, A. Y. 2021-2022

Course No. : BTM 4857

Time : 3 Hours

Course Title : Strategic Human Resource Management

Marks : 150

Answer all the 6 (six) 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 resource management. Differentiate between strategic HR development and HR management. 10 CO1 PO1
  - b) What are the challenges of HR development according to Kienbaum's consultancy projects? Explain. 15 CO2 PO1
  2. a) Demonstrate the five stages of developing an integrated HR development strategy? Explain the phase of As-Is-Analysis along with its indicators. 15 CO2 PO1
  - b) 'Anybody can do HR development.' – Do you agree with this statement? Why and why not? 10 CO2 PO2
  3. a) What are the three approaches to ensure business plan or operations that the employees need to have? Which is the best approach? Why? 13 CO3 PO3
  - b) Describe the recruitment policies that organizations adopt to make job vacancies more attractive. 12 CO2 PO2
  4. a) What are the training design process of HR development? Explain the steps in training process. 15 CO2 PO2
  - b) What is transfer of training? How does work environment characteristics influence transfer of training? Analyze. 10 CO3 PO3
  5. a) What do you mean by talent acquisition and talent management in HR? "Manage your talent pipeline like a supply chain." Analyze this statement. 13 CO4 PO3
  - b) What are the extrinsic and intrinsic compensation benefits of employees that must be ensured by organization? Discuss. 12 CO2 PO1

6. Canadian companies everywhere are working hard to help their employees embrace diversity to increase organizational effectiveness, prevent conflict, and ensure fairness in the workplace. However, it takes a multifaceted approach to get it right. Sodexo efforts in this area so far have resulted in being named one of the Top 50 Companies for Diversity-by-Diversity Inc. and earned it gold-level status for Progressive Aboriginal Relations with the Canadian Council for Aboriginal Business (CCAB). As the leading food and facilities management company in North America, with more than 750 locations in Canada, Sodexo is the company of choice for thousands of universities, health care facilities and senior communities, corporations, and remote sites. With such a diverse array of clients, Sodexo views diversity as important for the company to meet business growth targets. For that reason, diversity and inclusion are core elements of the business strategy.

CO4  
PO3

The objectives of the company's efforts to manage diversity are related to the business, employees, shareholders, and community. For example, the objectives include understanding and living the business case for diversity and inclusion; increasing awareness of how diversity relates to business challenges, creating and fostering a diverse work environment by developing management practices that drive hiring, promotion, and retention of talent; engaging in relationship management and customer service to attract and retain diverse clients and customers; and partnering with businesses run by women and visible minorities to deliver food and facility management services. Sodexo separates employment equity and compliance training from diversity education. Every three years, employees are required to take employment equity refresher courses. Top management is also involved in and committed to managing diversity. The senior executives program includes ongoing classroom training that is reinforced with community involvement, sponsoring employee groups, and mentoring diverse employees. Executives are engaged in learning the business case for diversity and are personally held accountable for the company's diversity agenda. Every manager takes an eight-hour introductory class (Spirit of Diversity). Other learning opportunities are available, including three-to four-hour learning labs that include topics such as cross-cultural communications, sexual orientation in the workplace, generations in the workplace, and gender in the workplace. The company's learning and development team develops customized learning solutions for different functions and work teams. For example, a course related to selling to a diverse client base was developed and offered to the sales force, and a cross-cultural communications program was provided for recruiters. In addition to diversity training activities, Sodexo has six employee network groups that provide a forum for employees' professional development and sharing input and ideas to support the company's diversity efforts. Sodexo's Champions of Diversity program rewards and recognizes employees who advance diversity and inclusion. To emphasize the importance of diversity for the company at Sodexo, each manager has a diversity scorecard that evaluates his or her success in recruitment, retention, promotion,

and development of all employees. The scorecard includes both quantitative goals as well as evaluation of behaviors such as participating in training, mentoring, and doing community Outreach. A proportion of managers' pay bonuses is determined by success in these areas.

Sodexo has found that its diversity training and efforts to manage diversity are having a positive impact on business results. Its mentoring program has led to increased productivity, engagement, and retention of women and visible minorities. In fact, there was an estimated return on investment of \$19 for every dollar spent on the program. As a result, Sodexo also has been awarded several new business contracts and retained clients because of its involvement in managing diversity.

Such commitment to diversity comes right from the top. So much so that President & CEO Dean Johnson was recognized as a Catalyst Canada Honors Champion (Company/Firm Leader) in 2014. Catalyst describes Johnson as a "passionate advocate for diversity and inclusiveness at Sodexo Canada" from the first day he joined the company six years earlier. His robust reputation for supporting mentoring and sponsorship to promote gender equality is well evidenced by the placement of his mentees and protégées in high-profile roles such as senior vice president of HR, senior vice president of operations, and vice president of global transformation. He also ensures that high potential women are placed in business-critical committees to gain positive exposure and experience. His support for the Aboriginal community is also substantial. For example, he is a board member of the Canadian Council of Aboriginal Business and has made Sodexo a founding sponsor of both the Excellence in Aboriginal Relations and Aboriginal Economic Development Corporation of the Year awards. During his tenure he has ensured predominantly Aboriginal composition of Sodexo Canada's rapidly expanding Remote Business segment. His support for other types of diversity is extensive, and is probably best summed up by Johnson himself, who states: "As an organization committed to improving the quality of life wherever we operate, we cannot afford to ignore the solid business case for diversity and inclusion. It is not enough to pay lip service to the importance of fostering an inclusive workplace. We are looking for real systemic culture change."

**Answer the following questions:**

- i. How does Sodexo's approach to managing diversity impact its bottom line? How might it influence business growth? (8)
- ii. What role does training play in helping employees accept diversity? (8)
- iii. How is diversity tied to employee development?  
How is it tied to other HR functions? (9)