



Strategic Human Resource Management for Small and Medium Enterprises (SMEs)

* Required

Part A: Company Information

No. of employees *

- Less than 50
- 51-100
- 101-150
- 151-200
- More than 200
- Other

Type of Company *

- Local
- Foreign/Export oriented
- Pvt., Ltd
- Other

Type of Industry: *

- Manufacturing sector
- Service sector
- Other

Main Product/Service *

- Please mention

Years of Operation: *

- <5 Years
- 6-10 Years
- 11-15 Years
- 16-20 Years
- Other

Company's Revenue (INR): *

Part B: Respondent Profile

Respondent Name *

Position/Title: *

- Entrepreneur
- President/
Vice President
- Supervisor
- Manager



- Employee
- Other

Age: *

- < 30 Years
- 31-40 Years
- 41-50 Years
- 51-60 Years
- >60 Years

Sex:

- Male
- Female

Education Level: *

- Bachelor Degree
- Master Degree
- Doctoral Degree
- Other

Experience:

- _____ Years

Part C: Organization Profile and HR function

Approximately how many people are employed by your organization? *

- In total
- _____ Male
- _____ Female

Approximately how many people are employed in your HR function by your organization? *

- In total
- _____ Male
- _____ Female

Has your HR function increased in scope and responsibilities in the last five years? *

- Yes
- No

Has your HR function changed its structure over the last five years? *

- Yes
- No

If Yes, Has your HR function been restructured to centers of expertise, shared services and business partners? *

- Yes
- No
- Don't Know



Does your organization have a: *

Mission Statement

- Yes
- No
- Don't Know

Does your organization have a: *

Business Strategy

- Yes
- No
- Don't Know

Does your organization have a: *

HRM/SHRM Strategy

- Yes
- No
- Don't Know

Please indicate when Mission Statement was: Formulated and/ or Last Revised *

Please indicate when HRM/SHRM Strategy was: Formulated and/ or Last Revised *

If your organization has a business strategy, and at what stage the HR function is involved in its development (please ticks only one)? *

- At the outset, participates in the strategy formulation
- Through subsequent consultation
- On implementation, as key Factor
- Does not participate

Part D: SHRM Outlook in your Organization

Note: For this following form, I am using likert scale, in which

SDA: Strongly Disagree; D: Disagree; N: Neutral; A: Agree; SA: Strongly Agree

A.HRM Philosophy & liaison with Top Management						
	Top Management Develops & communicates HRM Philosophy To all the staff *	SDA	D	N	A	SA
	Top Management conducts periodic Discussions *	SDA	D	N	A	SA
	Top Management Design development oriented Appraisal system & its review *	SDA	D	N	A	SA
	Shaping HRM Plans to suit goals, strategies, diversification etc., *	SDA	D	N	A	SA
	Conducting Orientation Workshops For different HRM Systems *	SDA	D	N	A	SA



	Participating in the activities of Professional Bodies like NHRD, NIPM etc., *	SDA	D	N	A	SA
	Part D: SHRM Outlook in your Organization					
	B. Strategic Role of HRM Activities					
	HRM has played a significant role in the success of this organization *	SDA	D	N	A	SA
	HRM Personnel in our organization are cooperative and respected *	SDA	D	N	A	SA
	HRM is proactive in this organization anticipates changes and corporate failures *	SDA	D	N	A	SA
	HR Managers are Coaches rather than Controllars *	SDA	D	N	A	SA
	HRM is about building employer-employee working relationship *	SDA	D	N	A	SA
	HRM Dept. benchmarks with the global competency practices *	SDA	D	N	A	SA
	Overall the HRM Policies of this organization are fair *	SDA	D	N	A	SA

Part E: SHRM Policies in your Organization

Note: For this following form, I am using likert scale, in which

SDA: Strongly Disagree; D: Disagree; N: Neutral; A: Agree; SA: Strongly Agree

	C. Innovative Retraining – Redeployment Practices					
	Personnel returning from training are encouraged to use what they have been learnt in their training program *	SDA	D	N	A	SA
	Coaching by Boss/Line Manager helps a lot in increasing skills in this organization *	SDA	D	N	A	SA
	Selection to Special Project Teams motivates personnel in this organization *	SDA	D	N	A	SA
	Part E: SHRM Policies in your Organization					
	D. Index of perceived organizational performance					
	Level of productivity, operating efficiency *	SDA	D	N	A	SA
	Growth rate of revenues/sales/level of activity *	SDA	D	N	A	SA
	Financial Strength (Liquidity, reserves, borrowing capacity etc.,) *	SDA	D	N	A	SA
	Market Share *	SDA	D	N	A	SA
	Profitability *	SDA	D	N	A	SA
	Innovation (Product, Process, Systems,	SDA	D	N	A	SA



	Managerial etc.) *					
Part F: SHRM Practices in your Organization						
	E. Innovative Recruitment Practices	SDA	D	N	A	SA
	Most of the persons with professional training & qualification are recruited for Supervisory & Managerial Levels *	SDA	D	N	A	SA
	Information about job vacancies is easily available within the organization *	SDA	D	N	A	SA
	There is formal induction, orientation and familiarization process designed to help the new managerial recruits to understand this organization *	SDA	D	N	A	SA
Part F: SHRM Practices in your Organization						
	F. Innovative Performance Appraisal Practices					
	Managerial personnel are allowed to appeal or challenge against Appraisal decisions made by Supervisors *	SDA	D	N	A	SA
	Inter Personal Skills are important in Performance Appraisal *	SDA	D	N	A	SA
	HR Department has provided all the staff a clear explanation of the policy and its implementation *	SDA	D	N	A	SA
	Ranking/Grading in Performance Appraisal directly relates to the performance at work *	SDA	D	N	A	SA
	Performance Appraisal System has enhanced role clarity in this organization *	SDA	D	N	A	SA
Part F: SHRM Practices in your Organization						
	G. Innovative Compensation & Reward Practices					
	There is freedom to work in flexible hours in this organization *	SDA	D	N	A	SA
	The rewards offered are directly proportionate to the performance and contribution at work *	SDA	D	N	A	SA
	This organization provides a clear explanation of remuneration policy and its implementation. *	SDA	D	N	A	SA
Part G: Human Resource Core Competencies in your Organization						
	H. Knowledge of the Business					
	Strategic capability *	Very Low	Low	Neutral	High	Very High
	Financial capability *	Very Low	Low	Neutral	High	Very High
	Technological capability *	Very Low	Low	Neutral	High	Very High
Part G: Human Resource Core Competencies in your Organization						



	I. Knowledge of HR practices					
	Staffing *	Very Low	Low	Neutral	High	Very High
	Development *	Very Low	Low	Neutral	High	Very High
	Appraisal *	Very Low	Low	Neutral	High	Very High
	Rewards *	Very Low	Low	Neutral	High	Very High
	Organization design *	Very Low	Low	Neutral	High	Very High
	Communication *	Very Low	Low	Neutral	High	Very High
Part G: Human Resource Core Competencies in your Organization						
	J. Management of change					
	Knowledge of change process *	Very Low	Low	Neutral	High	Very High
	Skills as change agents *	Very Low	Low	Neutral	High	Very High
	Ability to deliver change *	Very Low	Low	Neutral	High	Very High