

VPM's
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Programme: PGDM (2018-20) (HR)
PGDM Trimester IV Examination September 2019

Subject	Strategic Human Resource Management		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages		Date	30/09/2019

Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.

Q1) Case Study: The Contradiction of Business 20 Marks (Compulsory)

Background Information

First State Financial Services was the third largest banking institution in the country. It maintained an extensive branch and ATM network to service its diverse retail customer base. Even with First State's size, though, the business success of the bank was extremely dependent upon the trends in the local economy. Two years of recession meant two years of poor loans, and First State fell into deep trouble. To limit and reduce overhead expenses, there were some extensive layoffs. A new executive management expected rapid, better results with fewer resources. Everyone at First State was being fired even though the Bank was inching back to improved profitability. There was still the pressure to "perform- or else".

Reema Singh managed the six-person Spring Hill Branch for First State, Spring Hill, fully equipped with an ATM and freshly redesigned lobby, stood in the parking lot of a new suburban mall. The mall, anchored by a store from the largest grocery chain in the area, included about twenty different small retail stores. In addition, a major hospital was located just down the street, and a large manufacturing plant (with about 3000 employees) was situated in a convenient, nearby industrial park. Many of the branch's customers worked at those locations.

Reema was promoted to her current job about 18 months ago. She had been serving as an Assistant Manager at another branch in the region until that time. During the past year and a half, Reema had learned her job as a manager well. She enjoyed her work and did an effective job.

"I used to enjoy it, in any case," she thought to herself. She was sitting at her desk, 6 P.M, looking at the night closing in. "I just wish I could leave here once before 5.30. These layoffs really hurt, the pressure is too great and no one really cares whether I 'm here or not. Reema knew she was in a bad-no, depressed-mood.

The layoffs she was thinking about had taken place six months ago, but their full impact was only now being felt. Reema's Spring Hill Branch was a busy one; previously, there were nine positions authorized for it. Now, there were only six: two New Accounts positions (including Reema's) and four tellers. One teller could alternate between the teller line and back-office duties.

The problem was that there were too many customers. Reema smiled at the contradictions. "Here the bank wants more customers, and we can't service the ones we already have. One almost any day at almost any time, there were three or four customers in line. It did not seem to matter that most of them simply wanted to cash a check or make a deposit. By the time they got to the teller, they were curt or rude, demanding, and sometimes hostile and aggressive.

Reema clearly remembered an incident that had occurred just two days ago. A

customer had been waiting for about 20 minutes to pay a utility bill. When he finally reached the window, he started berating the tellers for being so slow and condemning the bank for being so inept. By the time he finished, the teller was in tears. Reema remembered talking to her after he left. The teller said: "We work so hard, and no one seems to appreciate what we do. I just can't work like this."

Reema started to hear a lot more complaints- from everybody, it seemed. Customers complained about poor service, the teller were complaining about the pressure, and "downtown." was starting to complain about the large number of mistakes, errors, and shortages being made at the branch.

Tomorrow, Reema had to hold one of her monthly "sales meetings" with the staff. These meetings were required by "downtown". Reema dreaded them because they always seemed to drag on and on and nothing ever got accomplished. Reema was supposed to talk about a product for 15 to 20 mins or so, and she could envision everyone else sitting there, fidgeting in their seats or looking at the floor. There would be no questions, but there would be occasional complaints about how "we need more help" or "the customers yelling at us."

Reema was not looking forward to tomorrow's meeting and wondered if there were ways she could work on the real problems in the branch and produce real results from her meeting.

Questions:

1. Analyse the above Case.
2. Can Reema use this meeting to help solve some of the problems at the branch?
3. What kinds of general strategies can Reema pursue to help solve these problems?
4. Describe the process that Reema can follow with her staff to address productivity and quality problems.

Attempt Any FOUR from the Remaining SIX Questions

Q2) a) "Leaders establish the vision for future and set the strategy for getting there". Comment

b) Explain the different Corporate level strategies with examples.

Q3) a) Mission leads to strategy, explain the same with the help of process of strategic management.

b) How would you do environment analysis for launching a new soft drink in the market. What factors would you consider?

Q4) a) What has been the impact of electronic era on HRM and its functions. Explain?

b) Explain the role of strategic HR in HRD?

Q5) a) Consider any business of your choice (preferably which is new) and you wish to launch it on e-platform. What e-business strategies would you choose for the same?

b) Do you think knowledge management helps in employee career development? Comment and Justify.

Q6) a) If you are the IR manager, how would you solve the strategic issues of employee health and safety. (Mention the important issues and recommend strategies)

b) Organizations have started outsourcing most of their functions, what are your views on Outsourcing and what functions according to you can be outsourced? Kindly justify your answer.

Q7) a) Being a HR head of an organization, what strategies would you formulate to ensure Work life Balance in your organization?

b) You are the HR manager of the Indian subsidiary of a large MNC which is headquartered in USA. The organization has recently set up another subsidiary in China and you have been asked to select the Director of Sales and Marketing for the Chinese subsidiary. What criteria would you choose while selecting a person and why?