

VPM's
DR VN BRIMS, Thane
Programme: PGDM (2014-16)
Fourth Trimester (HR) Examination September 2015

Subject	Strategic Human Resource Management		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages	2	Date	24.09.2015

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

Q1) Case Study.....20 Marks (Compulsory)

Integrating McDonald's Business, Human Resource, and Staffing Strategies

People are McDonald's most important asset. The company's success depends on the satisfaction of its customers, which begins with workers who have the attitudes and abilities required to work efficiently and provide good customer service. To execute its growth strategy, McDonald's has identified people as one of its three global corporate strategies. McDonald's claims that as an employer, it wants "to be the best employer in each community around the world." It also makes a "people promise" to its employees that "we value you, your growth, and your contributions." Its five "people principles" reflected by its human resource strategy are respect & recognition; values & leadership; competitive pay & benefits; learning & development; and personal growth; and ensuring that employees have the resources needed to get the job done.

McDonald's has executed its operational excellence strategy well by tracking key indicators of product and service quality, speed and accuracy. The company has also identified its people practices and approaches that substantially impact the firm's turnover, productivity, customer satisfaction, sales and profitability. This has allowed it to develop a business model that emphasis not only financial and operational factors but also people factors that improve company's results by improving employee commitment, retention, and productivity and customer loyalty.

Because its business strategy relies on providing customers quality, cleanliness, quick service, and value, McDonald's works hard at hiring people who want to excel in delivering outstanding service. Many of its restaurant employees are teenagers, and McDonald's is their first employer. The company tries to recruit and hire the best people, retain them by offering them ongoing training, and then promote from within to fill its managerial positions. To ensure that it is recruiting the right people, the company has identified important skills and behaviors that it looks for in its applicants.

McDonald's has found that the best way of hiring quality crew members is to advertise inside the restaurant and attract local people and/ or friends of existing employees. McDonald's also recruits at local job centers and career fairs using hiring material with a clear message targeted at its intended audience. As McDonald's CEO Steve Easterbrook says, "If you get the people part right, the rest will follow."

Questions:

1. How would you describe McDonald's business strategy?
2. How has McDonald's aligned its business, human resource and staffing strategies?
3. What are some talent related threats that could eat away McDonald's competitive advantage?
4. Would higher turnover or a tight labor market in which it is difficult to find talented people be a problem? What would you recommend a company to do maintain its competitive advantage over next five years?

Attempt Any FOUR from the Remaining SIX Questions

Q2) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) "Leaders establish the vision for future and set the strategy for getting there". Comment
- b) Explain in detail the process of Strategic Management.
- c) What are different Business Unit strategies, explain.

Q3) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) What is Dyers & Holder's Typology of Strategy?
- b) What is HRD and explain its primary and secondary functions briefly?
- c) What are the principles of HRA and what makes HR to be a CSF?

Q4) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) What is e-business and explain the impact of e-business in today's scenario?
- b) How has E-HRM changed the traditional approach of HR functions?
- c) You are CEO of '**ferns n petals**' who is doing extremely good in the market and now you wish to enter into the market of e-business, what would be your strategies for the same.

Q5) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) How does global human resource management differ from domestic HRM?
- b) Explain how culture has effect on development of HR policies and program from a strategic perspective.
- c) What is Knowledge Organization and what is the role of a Knowledge manager explain with example.

Q6) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) What strategic management of human resource is required at the time of Merger & Acquisition?
- b) What is Outsourcing? Why does an organization outsource its functions?
- c) Because workers live and stay healthy longer, the workforce is aging. How might this impact an organization's competitive position?

Q7) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Explain the various strategic issues in employee health & safety.
- b) What is Downsizing? How does HR identifies downsizing and deal with the process.
- c) Discuss the ways an organization might attempt to retain its most valued employees.