

VPM's
DR VN BRIMS, Thane
Programme: PGDM (2016-18)
PGDM Trimester IV Examination September 2017

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	25/09/2017

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

Q1) Case Study

20 Marks (Compulsory)

Sahni Auto Industries is a manufacturer and exporter of Auto parts with an annual turnover of Rupees one thousand crores. It employs about 200 persons in its factory in Punjab and its other offices in India and abroad. The Personnel Administration and Human Resources Department of the com-

pany is headed by Mr. Amit Kapoor-the Chief Personnel Manager. Mr. Amit Kapoor, an automobile

Engineer joined the company 5 years ago as Product Development Manager. After a successful stint of 4 years as Product Development Manager, he was transferred to Personnel Administration and Human Resources Department as the Chief Personnel Manager as a part of Career development plan. Mr. Vikas, MBA in Human Resources from a renowned Business school, joined the company

as Personnel Manager only 3 months back. He reports to Mr. Amit Kapoor-the Chief Personnel

Manager. He handles all routine personnel and industrial relations matters. One day, during informal discussion with Mr. Amit Kapoor, Mr. Vikas suggested him of linking Human Resources Management with Company's strategic goals and objectives to further improve business performance and also to develop Organizational culture that fosters more innovative ideas. He also advocated creating abundant 'Social Capital' on the ground that people tend to be more productive in an environment which has trust and goodwill embedded in it rather than which is highly hierarchical and formal. Mr. Amit Kapoor disagreed with Mr, Vikas and told him that the role of Human Resources Department was only peripheral to the business and all his suggestions about its strategic role were beyond the purview of Personnel Administration and Human Resources Department. After this, Mr. Vikas started having number of arguments with Mr. Amit Kapoor in several issues relating to personnel and industrial relations since he felt that a person with a degree in Human Resources Management was in a far better position to run Personnel Administration and Human Resources Depart-

ment. Mr. Amit Kapoor--the Chief Personnel Manager had often shown his displeasure on Mr.

Vikas's argumentative - tendency and had made it known to the General Manager. The General

Manager called Mr. Amit Kapoor in his office to inform him that he has been elected for an overseas assignment. He further told him to find a suitable person as his successor; he even suggested Mr. Vikas as a possible candidate. Mr. Amit Kapoor, however, selected Mr. Balram, who was working as Training Manager in a Multinational Company for the last 5 years. Mr. Vikas, soon started having arguments with Mr. Balram also over number of issues relating to industrial relations since he felt that he had no experience in handling industrial relations matters. Mr. Balram now realized that Mr. Vikas was trying to make things difficult for him. After a series of meetings with the General Manager, Mr. Balram eventually succeeded in convincing him to transfer Mr. Vikas to an office outside Punjab. On learning about his impending transfer, Mr. Vikas wrote a letter to the General Manager joining details of various instances, when Mr. Balram had shown his incompetence in handling problematic situations. When asked for explanation by the General Manager, Mr. Balram had refuted almost all the allegations. The General Manager accepted his explanation and informed Mr. Vikas that most of his allegations against Mr. Balram were unwarranted and baseless. He further advised him to avoid confrontation with Mr. Balram. Mr. Vikas then wrote a letter to the Chairman repeating all the allegations against Mr. Balram. On investigation, the Chairman found most of the al-

legations true. He then called all the three-the General Manager, the Chief Personnel Manager and

the Personnel Manager in his office and implored them to forget the past and henceforth to work in coordination with each other in an environment of Trust and Goodwill.

Questions:

- 1) Identify and discuss the major issues raised in the case.
- 2) Comment on the recruitment of the two Chief Personnel Managers.
- 3) Would you justify Mr. Vikas's argumentative tendency with the Chief Personnel Managers? Give reasons for your answer.
- 4) Do you agree with suggestion offered by Mr. Vikas to Human Resources Management with the company's strategic goals? If yes, suggest prominent areas where Human Resources Department can play role in this regard.

Attempt Any FOUR from the Remaining SIX Questions....Each Question carries 10 marks

Q2) a) 'The essence of strategy is choosing what not to do.' Comment

b) Briefly explain the I/O model of strategy.

Q3 a) What are the challenges of strategic HRD and how do they compete in global economy?

b) How would you make your organization a Learning organization? Give examples.

Q4 a) How can you address the problem of attrition through career planning?

b) What is the impact of Downsizing on employees and organization?

Q5 a) Now-a-days organizations prefer e-recruitment over the usual recruitment process, are there any advantages of the same? Comment.

b) What is the impact of Organization Culture on the strategic decision of the organization?

Q6 a) Is technology disruption a boon or a curse for the HR. Explain from the strategy point of view.

b) Employee engagement has become an important function of HR. What are the various ways through which employees are engaged and why is it important?

Q7 a) Because workers live and stay healthy longer, the workforce is aging. How might this impact an organization's competitive position?

b) You are CEO of '*Monginis*' who is the market leader in bakery products and now you wish to enter into the market of e-business due to its growing demand, what would be your strategies for the same.