

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER 04– • EXAMINATION – SUMMER 2017

Subject Code: 2840302

Date: 06/06/2017

Subject Name: Strategic Human Resource Management

Time: 10.30 AM TO 01.30 PM

Total Marks: 70

Instructions:

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

Q. 1 (a) Select an appropriate option from given multiple choice questions **06**

1. The main difference between market driven strategy and resource strategy lies in the way one explains the sources of

- | | |
|---|--|
| A. Size difference between two firms | B. Attracting the best human resources strategies of two firms |
| C. Product market strategies of two firms | D. Profitability difference between two firms. |

Dissimilarity among peoples/workplace is

2.

A. Demographics	B. Skills
C. Diversity	D. Both A & B

Human resource management, HR strategies are generally aligned

3.

A. Business strategy	B. Marketing Strategies
C. Finance Strategies	D. Economic Strategies

The basic purpose of human resource planning is to

4.

A. Identify the human resource requirements	B. Identify the human resource availability
C. Match the HR requirements with the HR availability	D. All of the above

The planned use of networked information and communications technology for the delivery of training is called

5.

A. Role playing	B. E-learning
C. case study	D. programmed learning

Which one of the following is not a stakeholder in an organizational development process?

6.

A. Customers	B. Suppliers
C. Government agencies	D. None of the above

Q.1	(b)	Define Following Terms	04
		1. Out sourcing	
		2. Cost leadership	
		3. Diagnostic skill	
		4. Repatriation	
Q.1	(c)	Explain in brief “VRIO Framework”.	04
Q.2	(a)	Compare & Contrast the Traditional HR v/s Strategic HR?	07
	(b)	Write a note on techniques of Strategic Human Resource planning.	07
		OR	
	(b)	What are the challenges associated with corporate strategies and business unit strategies?	07
Q.3	(a)	What are the various factors affecting the organizational micro HR policy?	07
	(b)	What is meant by strategic recruitment? Explain the different external sources of strategic recruitment.	07
		OR	
Q.3	(a)	Why organizational culture is considered a very powerful resource for doing business in competitive environment?	07
	(b)	Suppose you have decided to form a consultancy organization providing legal service to corporate clients. So, you have to choose members for your organization. What kind of strategy would you adopt to choose members for your organization?	07
Q.4	(a)	Explain 360 degree appraisal method for performance management.	07
	(b)	What will be your HR strategy when your company is going for acquiring or merging with another company?	07
		OR	
Q.4	(a)	Why companies adopt to outsourcing strategy? Explain different types of outsourcing?	07
	(b)	Why do not employers like trade union?	07
Q.5			14

Toyota Kirloskar Motor Private Limited

On January 08, 2006, Toyota Motor Corporation's (Toyota) Indian joint venture company, Toyota Kirloskar Motor Private Limited (TKM) declared a lockout at its plant in Bidadi, Karnataka. The lockout came after two days of agitation by the plant's employees against the dismissal of three workers by the management. The strike was the outcome of an incident that occurred in February 2004 when the management suspended 15 employees on the grounds of disrupting work

and for unruly behavior. In 2006, TKM dismissed three of these fifteen employees after a year-long investigation and appraisal of their performance. The management stated that the three employees had been dismissed due to their indiscipline and poor performance.

In response to the company's decision, the employees belonging to the TKM Employees' Union (TKMEU) decided to go on strike. They alleged that the three employees had been dismissed because they had been actively participating in the functioning of the TKMEU and demanded that they be reinstated. As of January 2006, TKM had 2,358 employees on its rolls at Bidadi. Of these, 1,550 workers were members of the TKMEU.

Rejecting their demands, TKM's management stated that workers once dismissed would not be taken back. The workers immediately went on strike. The management then declared a lockout stating concern for the safety of the plant and the workers as the reason. It also added that the lockout would continue for an indefinite period until the work atmosphere became peaceful.

1. What are the causes that lead to strikes in the factory and its impact on the employees and the company?
2. Why did TKM declared a lockout at its plant in Bidadi, Karnataka? How is TKM managing the same?
3. What various steps are required to be taken by the top management for ensuring peaceful working environment in the company?

OR

Q.5

14

The Sleeping Giant Awakes

The 114 year old ayurvedic and pharmaceutical products major Dabur found itself at the crossroads. In the fiscal 1998, 75% of Dabur's turnover had come from fast moving consumer goods (FMCGs). Buoyed by this, the Burman family (promoters and owners of a majority stake in Dabur) formulated a new vision with an aim to make Dabur India's best FMCG company by 2004. In the same year, Dabur revealed plans to increase the group turnover to Rs 20 billion by the year 2003-04.

To achieve the goal, Dabur benchmarked itself against other FMCG majors' viz., Nestle, Colgate-Palmolive and P&G. Dabur found itself significantly lacking in some critical areas. While Dabur's price-to-earnings (P/E) ratio was less than 24, for most of the others it was more than 40. The net working capital of Dabur was a whopping Rs 2.2 billion whereas it was less than half of this figure for the others. There were other indicators of an inherently inefficient organization including Dabur's operating profit margins of 12% as compared to Colgate's 16% and P&G's 18%. Even the return on net worth was around 24%

for Dabur as against HLL's 52% and Colgate's 34%. The Burmans realized that major changes were needed on all organizational fronts. However, media reports questioned the company's capability to shake-off its family-oriented work culture.

At Dabur, with the restructuring moves in place by the late 1990s, the company's future business prospects were termed excellent by analysts. The new structure, the performance-oriented compensation, and the new performance appraisal system increased employee efficiency and morale. The annual sales conferences and cash incentives to junior level sales officers helped in meeting higher sales targets. Dabur's sales increased to Rs 10.37 billion in 1999-00 from Rs 9.14 billion in 1998-99 - an increase of 13.5%. Dabur's profits also increased by 53% from 501 million to Rs 770 million. The year was a milestone in Dabur's history as the company crossed the Rs 10 billion mark in sales turnover for the first time. Even in early 2001, Dabur's efforts towards emerging as a competitive and professionally managed company were yet to be completely reflected in its financials. Analysts commented that given its track record and the restructuring initiatives, Dabur was all set to reach its target of becoming an FMCG major.

1. Why structural changes are become a necessity for Dabur when Dabur benchmarked itself against other FMCG Company?
2. Do you think new HR strategy helped in achieving higher sales targets of the company? How?
3. What HR strategy was adopting by the Dabur and why?
