

**SVKM's NMIMS**  
**NMIMS Global Access – School for Continuing Education**

Programme: PGDHRM

June 2013 Examination  
Subject: Strategic HRM

Semester: IV  
Course: New  
Marks: 70

Date: 21.06.2013

Time: 3.00 p.m. to 6.00 p.m.

**Instructions:**

1. Answer to each new question to be started on a fresh page.
2. Figure in bracket indicates full marks.

Q 1 Discuss or write short notes on (Any 2 out of 4). (Marks: 2x5=10.)

- a) Explain the concept of competency mapping.
- b) Discuss any two traditional methods of performance appraisal.
- c) Explain the concept and process of downsizing.
- d) What is strategic HRM?

Q 2 Write short notes (Any 2 out of 5)

(Marks: 2x5=10.)

- a) Role of HR in value chain.
- b) Make vs Buy staffing decisions
- c) Pay for performance
- d) Concept of HRP.
- e) Employee retention.

**Detailed Questions:**

Q3 Attempt any 3 out of 5.

(Marks: 3x10=30.)

- a) Justify why people are considered as strategic assets.
- b) How does training affect Organizational strategy?
- c) How is the HR involved in the merger and acquisition scenario?
- d) Elaborate on the strategic approach to turnover management and point out any two strategies of retention.
- e) Traditional compensation process. (Discuss)

Q 4 : Case Study:( Marks 20).

**Case Study: Succession Planning – ABC Construction Company.**

**The Client:**

A successful Construction Company owner was operating from a small space in Ahemdabad with the owner's son working part time in the business, supplying services to residential and commercial construction businesses. The owner has worked and developed the business to Rs100 crore revenue. He wished to take early retirement and was hoping his son would take over the business. His son was very capable and knowledgeable but like majority of the business owner's sons, reluctant to succeed his father in business.

**The Problem:**

The father was trying to fit a "square peg into a round hole". He needed to assess whether the son had strong leadership capabilities and whether the son was interested in developing into a successful business manager.

**The HR Consultants Method**

The HR Consultant applied four steps in succession planning to resolve the issue.

Can you explain the suggestions and the process?

————— X —————  
2/2