

SVKM's NMIMS
School of Distance Learning

Programme: PGDHRM

Academic Year: 2010-2011

Subject: Strategic Human Resource Management

Semester IV

Course New

Marks: 70

Date: 1.7.2011

Time: 3.00 pm to 6.00 pm

Instructions: Candidates should read carefully the instructions printed on the question paper and on the cover of the Answer Book, which is provided for their use.

NB:

- 1) Answer to each new question to be started on a fresh page.
- 2) Figures in brackets indicate full marks

Q1) Write short notes on : (any two)

(Marks : 10)

- a) Traditional HRM V/s Strategic HRM
- b) HRM alignment
- c) Cross cultural training
- d) Recruitment metrics
- e) Forced distribution method of Performance Appraisal

Q2) Attempt any 2 out of 4

(Marks : 10)

- a) Elaborate the importance of career management.
- b) Discuss the role of HR in mergers and acquisitions.
- c) Explain the general objectives of downsizing.
- d) What is the significance of career development ?

Q3) Attempt any 3 out of 5

(Marks : 30)

- a) Explain the different stages of career development process ? Explain the term 'career anchors'.
- b) Explain in detail the Strategic Recruitment Process.
- c) Elaborate on the 'three-stage model of mergers and acquisitions.

- d) What are the key reasons for outsourcing ? Why do organizations invest in HR outsourcing.
- e) Explain the Kurt Lewin Model of change. Elaborate on the role of HR in the change process in an organization.

Q4) CASE STUDY :

(Marks : 20)

Pinnacle Software Limited has an annual turnover of Rs 2000 crores. The company is 10 years old. It has been a highly profitable company since its inception and has been rated as one of the 'fastest growing companies' as per the recent surveys by one of the leading business magazines.

The company is based at Pune and has an employee base of 1500. It presently caters to Asian customers and has plans to enter the European market. The organization has ambitious growth plans and is targeting a five fold increase in business turnover in the next three years. The company was 9th in the ranking of 'Great Places to Work' in the country.

Employee attrition is 18% per annum as against the industry norm of 22%

Traditionally the Training Department at Pinnacle Software aimed at ensuring the employees can effectively accomplish their jobs. In today's competitive scenario, the Training Team realizes that to stay ahead of their competitors, reinvention, innovation and a strategic training focus will play a crucial role.

Questions (attempt all these 3 questions) :

- a) Discuss how effectively trained employees create a competitive advantage for organizations? (7)
- b) The training and development of managers is a multibillion-dollar business. A wide variety of training methods are used for developing managers. Discuss what organizations can do to ensure effective training is rendered to employees? (7)
- c) What according to you, are the strategic issues in training and development that should be the key focus of the Training Team at Pinnacle Software Limited ? (6)
