

*Answer any FIVE Questions One Question from Each Unit
All Questions Carry Equal Marks*

UNIT-I

1. a Write a note on the importance of strategic human resource management. 6M
- b Analyze the various approaches of SHRM. 6M

OR

2. a Explain the conceptual framework of SHRM. 6M
- b How is the strategy linked to HR Strategies? 6M

UNIT-II

3. a Illustrate the different levels of strategic planning. 6M
- b Evaluate the basic overview of any two strategic planning models. 6M

OR

4. a Determine the objectives of strategic resource planning. 6M
- b Elaborate on the components of the strategic plan. 6M

UNIT-III

5. a As a manager, describe your strategy for workforce utilization. 6M
- b How is reward a strategy for performance management? Explain. 6M

OR

6. a What are the organization's retention strategies? Elaborate. 6M
- b Explain the role of HR in the implementation of the strategy. 6M

UNIT-IV

7. a Write a note on the strategic human resource development. In brief. 6M
- b How will training and development strategies help the manager's effectiveness? 6M

OR

8. a What do you understand about the levels of HRD in strategic planning? 6M
- b How can a manager improve organizational effectiveness through strategic HRD? 6M

UNIT-V

9. a Explain the various approaches to HR evaluation. 6M
- b What do you understand about HR outsourcing strategy? Explain. 6M

OR

10. a Discuss about the traditional areas of strategic evaluation. 6M
- b Analyze the emerging areas of strategic HR evaluation. 6M

CASE STUDY

- 11 Sundaresan was occupied in a subterranean thoughtfulness. Sitting alone in his office with a pen and a paper pad, he started writing something. A high performer and a committed executive, Sundaresan carried out many challenging tasks in the past to the utmost satisfaction of the top management. He also attended to some serious breakdowns of other departments, as he had the perfect comprehension to find out accurate solutions. He always maintained an excellent relationship with his peers and subordinates. He thus gained undeniable exuberance from the CEO. 15M

One day, he received an urgent message from the General Manager (Production) that there was a crisis in their Hot Strip Mill, which produced coils and plate sheets. There was a heavy breakdown. Due to this, the company would not be able to execute some urgent orders placed on them by a large organization engaged in heavy construction activity. The non-delivery of finished goods might result in some financial losses due to a heavy penalty clause incorporated in the order. The order was placed on them after circumventing large manufacturing industries engaged in similar production. The competition for these products was very stiff. The General Manager (production) articulated the importance of the quandary and told Sundaresan to attend to this breakdown urgently. The GM (P) also said that the continuous production could be managed for the next three days because of a spare mill. Nevertheless, the spare mill

would have to be closed down by that time for its scheduled maintenance.

Sundaresan, General Foreman, Maintenance Shop, was a graduate engineer who joined the organization ten years ago after completing his M. Tech degree. He also passed an MBA from Indira Gandhi National Open University. Married, with one child, his duty was directly with him. One foreman under him was Rahmatullah in the general shift. He joined as a graduate engineer. His age was 28 years, and he was unmarried. A free bird, without any encumbrances, used to spend his evening hours in the Country Club. He was a committed employee with high ambition. Another foreman was Harbhajan Singh. He was 50 years old and was on A shift. He, a diploma holder, was promoted on seniority three years ago and was a workaholic. He had two mechanics. The third foreman was Ramarao in B shift. Initially, a diploma holder, he successfully qualified in the Institution of Engineers (India) examination. He was 42 years old. He was a turner and later promoted to a charge hand and foreman. He was married with one son and a daughter. He was known as a self-made man with copious self-confidence. Ashok Banerjee in C shift was his fourth foreman. He was 58 years old and was promoted to this position from the ranks. Though not well-qualified, he had excellent practical knowledge and varied experience. He handled several machines effortlessly, which were problematic to others. He had five children and would retire after two years.

Sundaresan reviewed the manpower position in his maintenance shop on that date, which had a total of 88 employees, comprising 22 in the A shift, 20 in A shift, 20 in general shift, 18 in B shift, and 28 in C. There were 42 employees from 7 a.m. to 2 p.m. and 38 employees from 2 p.m. to 4 p.m. He also reviewed the position of available machines. There were 56 lathe machines, and four were down for maintenance.

He immediately decided to call a meeting with all four of his foremen for consultations to gain their confidence as a Team Leader. He instructed his assistant to call for an emergency meeting with his foremen immediately after one hour. In the meantime, he gave serious thought to men. The attitude of his staff members was always positive. They always extended the best cooperation to him and were highly reliable. With these positive attitudinal approaches, he was sure that the problem of breakdown could be successfully solved. He also suddenly remembered a chapter in the Organizational Behavior, 'Contextual Dimensions', which had four main areas: organizational size, organizational technology, external environment, and goals and strategies. His inference to this was the available number of employees with him, the number of the latest CNC (Computer Numerically Controlled) lathe machines, milling machines, vertical turning lathe and milling machines, and other machine tools, external functions such as maintenance personnel, overhead cranes, stores, canteen, safety, etc. and the target was to finish the task within three days. Competently combining all these aspects, he sat down to prepare his strategy.

Before his foremen arrived, he was ready with his agenda for the meeting – planning, procurement of mechanical and electrical drawings, time management, and an hour-to-hour plan within the available 36 hours. (but his target was to finish the job within 30 hours and accordingly made a detailed programme), maximum utilization of the most modern and high-speed machines, required store materials, and available manpower with specialization and expertise to seek maximum cooperation to coordinate the activities of various services, such as crane, canteen, stores, and safety.

The meeting took place precisely on time. All four foremen were present. The HR Executive also attended at his invitation. All the points in the agenda were thoroughly discussed with exactitude. No employee should be granted leave during this period. Sundaresan made Harbhajan Singh in charge of the whole chore.

Questions:

1. What were the strategic plans in the above case?
2. What were the qualities of leadership in Sundaresan?