Q.P. Code : 61348

Birla Institute of Management LIBRARY M.P.

Fourth Semester M.B.A. (Day) Degree Examination,
September/October 2020

(CBCS – 2014-15 Scheme)

Management

Paper 4.4.1 – STRATEGIC HUMAN RESOURCE MANAGEMENT

Time : 3 Hours] *[Max. Marks : 70*

Instructions to Candidates : Answer all questions.

SECTION – A

Answer any **FIVE** questions. Each question carries **5** marks : **(5 × 5 = 25)**

1. Distinguish between Strategic HR and traditional HR.

2. Explain the salient features of HR Bundle Approach.

3. What is the meaning of HR system? List the types of HR system.

4. What are the benefits of outsourcing? Explain.

5. Define Strategic HR. List the barriers to Strategic HR.

6. What is Human Resource Planning? How it has become more significant in contemporary business environment?

7. What is the impact of downsizing and restructuring on Organizational Competitiveness?

SECTION – B

Answer any **THREE** questions. Each question carries **10** marks : **(3 × 10 = 30)**

8. Explain the cultural issues in mergers and acquisitions along with effects on the performance of the organization.

9. What do you understand by Portfolio Process? Explain the structure related strategic responses to changing environment.

Institute of Management M.P. Birla LIBRARY

10. What are the characteristics of Performance Management System? Explain the major problems which are inherent in most performance management systems.

11. Discuss the Career Development needs associated with each career stage. What career development interventions may be adopted by the organization to facilitate career development?

SECTION – C

12. Case Study Compulsory Question : **(1 × 15 = 15)**

Georgia Pacific (GP) was founded in 1927 in USA with its motto "To manufacture the best possible product". GP is a leading manufacturer of paper tissue in the world and second largest household and personal care products in USA. It has manufacturing operations in 40 countries and its products are sold in 150 countries. It has more than 64,000 employees worldwide. Nearly one-fourth of the world's population use GP products. GP is a staunch believer in workforce diversity and this is evident from its statement in the job description of every employee. It says "Contribute to an environment in which all team members are respected and are motivated to improve their individual and team contributions to achieve desired business results". The value of diversity is reinforced through employee programs, networks, mentoring programs and flexible work arrangements. The CEO of GP says "Attracting, retaining and developing the best people around the world is critical to our success". We believe that our differences enhance our business results and our diverse backgrounds, cultures and experiences provide a wider, brighter array of perspectives and learning.

In 2012, GP announce that it would be laying off 18,000 workers in a phased manner, over the next three years. The announcement came when the company has made a handsome profit in the previous years and its projected profit for the next year was still higher. Some analyst felt that its merger with Oasis papers was the main reason for the layoffs.

Answer the following questions :

(a) What do you think the company is trying to achieve by laying off people when it is making profits?

(b) If merger is the reason for downsizing, enlist some best practices that are evident from successful downsizing of companies?

(c) How will downsizing effect GP's diverse workforce?
