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Reg. No. | | | | | | | | |

IV Semester M.B.A.(Day & Evening) Degree Examination, December- 2024

MANAGEMENT

Strategic HRM

(CBCS 2019 Onwards Scheme)

Paper : 4.4.2

Time : 3 Hours **Maximum Marks : 70**

SECTION - A

Answer any **Five** questions from the following. Each question carries **5** marks. **(5×5=25)**

1. List the reasons behind the rise of strategic HRM in the 1990s.
2. Differentiate between Strategic HR vs. Traditional HR.
3. What is resource-based view in SHRM? Explian.
4. Discuss the barriers to Strategic HRM.
5. What are the legal issues to compensation? Briefly explain.
6. Highlight the role of HRM in Knowledge Economy.
7. Explain the importance of HRM Functions in managing Workforce Performance.

SECTION - B

Answer any **Three** questions from the following. Each question carries **10** marks. **(3×10=30)**

8. "Today's organizations are no longer defined by fixed workplaces, and are becoming increasingly distributed, diverse, and digital". In the light of the above statement explain the importance and role of leadership in managing the VUCA world and also highlight the diverse skill set required for the same.
9. Explain the role of Strategic HR practices in maximizing organizational effectiveness.
10. Explain the link between business strategy and HRM strategy with suitable examples.
11. Discuss the strategic issues in international assignment.

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SECTION - C

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

Jennifer Carter graduated from State University in June 2005, and , after considering several job offers, decided to do what she always planned to do - go into business with her father, Jack Carter.

Jack Carter opened his first Laundromat in 1995 and his second in 1998. The main attraction of these coin laundry businesses for him was that they were capital - rather than labour-intensive. Thus, once the investment in machinery was made, the stores could be run with just one unskilled attendant and none of the labour problems one normally expects from being in the retail service business.

The attractiveness of operating with virtually no skilled labour not with standing, Jack had decided by 1999 to expand the services in each of his stores to include the dry cleaning and pressing of clothes. He embarked, in other words, on a strategy of "related diversification" by adding new services in each of his stores to include the dry cleaning and pressing of clothes. He embarked, in other words, on a strategy of "related diversification" by adding new services that were related to and consistent with his existing coin laundry activities. He added these for several reasons. He wanted to better utilize the unused space in the large stores he currently had under lease. Furthermore, he was, as he put it, "tried of sending out the dry cleaning and pressing work that came in from our coin laundry clients to a dry cleaner 5 miles away, who then took most of what should have been our profits". To reflect the new, expanded lines of services, he renamed each of his two stores Carter Cleaning Centers and was sufficiently satisfied with their performance to open four more of the same type of stores over the next 5 years. Each store has its own on-site manager and, on average, about seven employees and annual revenues of abour $5,00,000. It was this 6-store chain that Jennifer joined after graduating.

Her understanding with her father was that she would serve as a troubleshooter/consultant to the elder Carter with the aim of both learning the business and bringing to it modern management concepts and techniques for solving the business's problems and facilitating its growth.

Questions for Case Analysis

a) Make a list of five specific strategic HR problems you think Carter Cleaning will have to grapple with.

b) What would you do first if you were Jennifer? Discuss.

c) What is "related diversification"? Ascertain its sequences in the above case.