



IV Semester M.B.A. Degree Examination, July 2017  
(CBCS Scheme)  
Management

4.4.1 : STRATEGIC HUMAN RESOURCE MANAGEMENT

Time : 3 Hours

Max. Marks : 70

**Instruction:** Answer all Sections.

SECTION – A

Answer any five of the following questions. Each question carries five marks. (5×5=25)

1. What is HR Environment ? What are the latest Environmental Trends ?
2. Highlight the role of HRM in knowledge economy.
3. What is the meaning of HR systems ? List the types of HR systems.
4. Explain the Strategic HR Planning Model.
5. How do you link HRM with Firm Performance ?
6. What are the various strategic management frameworks ?
7. Outline the salient features of HR Bundles Approach.

SECTION – B

Answer any three of the following questions. Each question carries ten marks. (3×10=30)

8. What is Strategic HRM ? Differentiate between Strategic HR vs. Traditional HR.
9. Write a brief note on the following :
  - a) Evolution of Strategic HRM.
  - b) Perspectives of Strategic HRM.
10. What do you understand by Portfolio Process ? Explain the structure related strategic responses to changing environment. Give examples.
11. What are Mergers and Acquisitions ? Examine the significance of Strategic HR in M & A.

P.T.O.



## SECTION - C

This is **compulsory**. It carries **fifteen** marks.

(1×15=15)

12. Read the case given below and answer to the questions given at the end.

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 notwithstanding, 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 rather 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 had its own on-site manager and on average, about seven employees and annual revenues of about \$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 :

- 1) Make a list of five specific strategic HR problems you think Carter Cleaning will have to grapple with.
  - 2) What would you do first if you were Jennifer ? Discuss.
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