

Roll No. \_\_\_\_\_

University of Pune  
Department of Management Sciences (PUMBA)  
Executive MBA  
**2<sup>nd</sup> Year External Exam May - 2013**  
**404 ( C) Strategic Human Resources Mgmt.**

Time: 2.30 hrs

Marks: 50

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**Instructions:**

**Q.6 is compulsory. It carries 20 marks. Write any 3 of the earlier 5. Each question carries equal marks - 10.**

1. Explain the linkage of business strategies with HR strategies.?
2. Write a note on employee friendly policies.?
3. Elaborate on the changes happening in the business world that make Strategic HRM an important and innate aspect of running an organization.?
4. What are the advantages and disadvantages of diversity in workforce?
5. Explain the positives and negatives of using compensation as a strategic tool for attrition management.?
6. Ramesh was on cloud nine. He just got an offer from Transtec Metallic as GM-HR. Transtec, a manufacturing company with 4000 employees had good name in the market. The offer was a good jump for Ramesh and he knew this would also boost his long-term career prospects. He immediately dashed off his acceptance letter.

The CEO briefed Ramesh about the HR challenges confronting Transtec. At the end of meeting Ramesh realised that:

- There are about 40-50 self proclaimed union leaders.
- Their only responsibility appeared to be to come to the HR team and pose problems like
  - Wrong punching of attendance
  - The weight of Medu Vada served in Canteen being less by 10gms
  - The quality of safety shoes
  - Color of the uniform
  - Medical referral benefit to an employee's kin, etc.
- The HR team appeared over-worked, fire fighting all such issues
- Long Term Settlement was due to be signed a year ago, but the process had not even started
- There was surplus manpower and management was keen to right-size
- Ramesh's predecessor was shot-at by a disgruntled employee in the labour court
- At senior levels there was total collapse in communication between Union & Management leading to lack of trust

- Everyone appeared to holding to his ego, without any organisational interest in mind
- There appeared total chaos on the Industrial Relations front; some members of management team appeared to have given up and wanted the unit to be shut down.

The mandate and expectation from Ramesh was - turn around the Industrial Relations' scenario; the process of LTS being the first step towards same.

As the CEO's mobile phone rang – he excused himself and Ramesh was left alone with his thoughts wondering -- What should be done? Where & how to begin? What steps would you take to address the situation?

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