

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM / PGDM (M) / PGDM (SM)
FOURTH TRIMESTER (Batch 2016-18)
END TERM EXAMINATIONS, SEPTEMBER 2017
SET - I

Course Name	HRM-II	Course Code	HR 401
Max. Time	2 hours	Max. Marks	40

INSTRUCTIONS: Attempt all questions and be specific in your answers.

Q1. Discuss the relevance of strategic Human Resource Management in establishing HR as Business Partner. Explain Miles & Snow model of HR Strategies with the help of suitable example of any two organizations?

8 marks

Q2. Elucidate skills required for the effectiveness of HR functions, drawing from Dave Ulrich article as discussed in class “What’s next for HR? The six competencies HR needs for today’s challenges”.

8 marks

Q 4. Discuss the perspective of employee engagement in creating high performance organization and the elaborate Gallup survey for measuring employee engagement?

8 marks

Q 4. Case:

The Thames Building Society has a head office in Oxford that contains the operations, marketing, product development, corporate planning, finance, IT, HR and legal functions. The Head of HR is responsible for providing HR services in head office and the regions. These services include recruitment at headquarters, training (centralized courses, mainly for branch staff), pay and benefits administration for the whole Society, and dealing generally with employment issues at head office. There is no recognized trade union – a staff association exists but it does not have negotiating rights and does not exert much influence. Little responsibility for people management is devolved to line managers, who are expected to use the services of the HR function on any matter affecting the employment of people, even first-level disciplinary problems. The Head of HR reports to the Operations Director.

There are 180 branches split into four regions. Each region is controlled by a regional director who reports to the Operations Director. Regional offices are small but they include a regional HR manager who reports to the Head of HR in the centre. Regional HR managers are mainly concerned with recruitment and dealing with employment issues that have to be referred to them by branch managers. Training and pay administration is handled by head office. The number of staff in head office is just over 500. There are about 1,800 staff in the branch network. The organization structure of HR is as follows:



The Society has been doing reasonably well in terms of sales and profits over the last few years but there are signs of the beginning of a downward trend. The marketing and product development functions at head office are effective (a number of successful new products have been launched recently) but sales at branch level have been disappointing. Serious doubts have been expressed in the board about the quality of staff in the branches. It is felt that inadequate people have been recruited and that they are badly trained and underpaid. Retention rates are getting worse. There is concern about the leadership capabilities of branch managers and a belief that they are not getting the HR help they need.

To address these issues, it was agreed by the Board that the branch network should be reorganized – the regions were far too large and were difficult to manage. It was therefore proposed to replace them with six regions, with an average number of 40 branches per region (some branches were closed) and an average of 250 staff in each region.

A complete re-think was also needed of the role and organization of the HR function. Providentially, the Head of HR was about to retire, so a new HR Director could be appointed who would report to the Chief Executive and would be given a brief to develop proposals on what should be done about HR.

a). You are the newly appointed HR Director. What would you recommend and why?

8 marks

b). If in the case new posts or functions are created, explain what they will be there to do and how they relate to one another. If it include the appointment of more and better-qualified HR specialists, justify this in terms of the added value they will provide, taking into account the business needs of the Society.

8 marks