

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

PGDM / PGDM (M) / PGDM (SM)

FOURTH TRIMESTER (Batch 2017-19)

END TERM EXAMINATIONS, August 2018

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. Describe the strategic role of HR in business with the help of resource based view of firm and illustrate job description of HR business partner profile with suitable example? 8

Q2. Examine Miles & Snow Strategies for formulation & implementation of HR strategy for strategic alignment with examples of any two organizations from a specific industry. 8

Q3. Review contemporary issues which impact employee's productivity at workplace and role of Gallup survey in identifying these issues with the help of survey questions. 8

**Case**

Tabvit Valves Ltd is a specialist manufacturer of various kinds of valves and pumps originally for the motor industry but more recently for other branches of the engineering industry, for example aerospace and marine. A healthy export trade has also been developed. Under its Chairman and Managing Director (who is the major shareholder) the business has expanded its workforce from just under 150 to over 250 in the last three years. However, there have been problems recently to do with quality and a number of complaints have been received from customers. As Tabvit Valves depended on its reputation for high quality, this was alarming. The Chairman has recently taken over another business and has therefore appointed a Managing Director for Tabvit Valves. His function is to concentrate on running the company under overall guidance of the Chairman. The Managing Director was appointed from outside and he had two briefs: 1) to do something about improving quality, and 2) to look at the organization structure, which the Chairman described as having 'just grown – like Topsy'.

An HR function was conspicuous by its absence, so the managing director engaged an independent HR consultant to find out how people matters were being dealt with, to examine the case for creating an HR function, and if one was needed to recommend what it should look like. The consultant's findings on the present arrangements were as follows:

- *Recruitment* – each of the functions carries out its own recruitment, having agreed with the Managing Director on the engagement of additional people and what they should be paid. Some use is made of recruitment agencies for administrative staff but sales representatives, production engineering staff, operatives and technical staff are mainly recruited by advertisements. Interviewing techniques, as observed by the consultant, were crude to say the least.
- *Labour turnover* – this is fairly high: 20 per cent for operatives and 15 per cent for technical and administrative staff. The failure to retain a number of recent technical and operative recruits is worrying and may have contributed to the quality problems.
- *Training* – there is no formal training; people are recruited with, it is hoped, the required skills and experience and learn the Tabvit way of doing things on the job. Some supervisors carry out induction training conscientiously but the majority don't. Again, it was considered that this prejudiced the achievement of high-quality standards.
- *Pay* – operatives were paid the local going base rate (no payment by results) and staff were paid whatever it was believed necessary to recruit and retain them – there was no formal grade and pay structure. Pay was reviewed once a year, generally to keep pace with inflation and in particular to ensure that key staff were paid competitively. Cash bonuses (usually not more than 10 per cent) were paid to some staff as authorized by the Chairman. There was no performance management or appraisal system.
- *Employee relations* – there was no recognized trade union but a large number of recently recruited employees were union members and there was a distinct possibility that they might ask for recognition shortly. There were no formal consultation or communication processes.
- *Health and safety* – this was left to works management. Accident rates were fairly high.

Q 4. On the basis of the findings summarized above, prepare recommendations on what should be done about HR.

If your argument is the need for appointment of an HR manager, produce a role profile indicating in order of priority of the issues the role holder should address. If it is not thought necessary to appoint an HR specialist, indicate how the problems revealed by the study should be dealt with.