

**K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH,
Vidyavihar, Mumbai- 400077**

**Program: PGDM and MMS (HR) (Batch 2018-20) Trimester-VI
Subject: Strategic Human Resource Management
(End Term Examination)**

**Maximum Marks: 25
2019**

Duration: 2 hours

Date: 10/04/

Instructions: *Answer any two questions from Question No. 1 to 4
Question No. 5 is compulsory
Marks for each question is given in parenthesis*

Q1. Identify the major strategic issues an employer faces in designing a performance management system

(5)

Q2. What are your explanations to justify that strategic HRM is more outcome-oriented?

(5)

Q3. Why are aggregate and succession planning of critical importance? How might failures in these areas impact an organization's ability to compete?

(5)

Q4. Explain the critical factors to consider in the design of work systems.

(5)

Q5.

Kathleen Pool is a human resources officer with a municipal government in a town of just over 25,000 people. A well-known consulting firm, in cooperation with senior government officials, recently completed a detailed audit of government operations. As a result of the audit selected government departments (including the Department of public works) were targeted for restructuring. The consultants made it clear in their report that they believe that the budget allocation for the Department of Public Works was "adequate" and recommended that the department receive a 2% annual increase in funding for the next two years. Note that operating cost for the department is projected to increase at a rate of about 4% annually.

Kathleen has been given the responsibility of managing the restructuring at the Department of Public Works. Rather than directing the department to cut a specific number of jobs, Kathleen has been asked to develop a restructuring strategy. The department of public works is responsible for such tasks like garbage collection, basic sidewalk and road maintenance, city parks and arena, installation of street signs and parking meters, and snow removal. At the present time, employees work in one of the

three subunits: garbage collection, parks and recreation or city maintenance. Each of the subunits was housed in a separate building, and has its own equipment and supplies, and its own operating budgets. The employees can get transferred to other submit against application.

In 2006, the department went a considerable downsizing and 4% of its permanent positions were cut. In addition, the department stopped its practice of hiring summer students. Prior to this, students were employed over the summer to help with special projects and to cover vacation period for full time employees. In 2009, a smaller cutback of 2% of the workforce took place.

In 2010, the municipality bought back the practice of hiring summer students. This decision was welcomed by full time employees at the department because it allows employees much more flexibility in selecting their vacation time. From 2006 to 2009, management put considerable restrictions on when employees could go on vacation; employees with ten or more years of service could have maximum of one week's vacation while employees with less than 10 years of service were not permitted to go on vacation during summers.

In reviewing turnover data for the department, Kathleen found that very few full time employees quit their jobs to pursue other employment opportunities. In addition, dismissals for cause were rare.

QA. Outline the issues Kathleen should consider prior to redesigning a restructuring strategy.
(5)

QB. Design a strategy to restructure the Department of Public Works. Be sure to provide support for your recommendations.
(10)

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