Time allowed: 2 Hrs 30 Min   Max. Marks: 50

Roll No: _____

Instruction: Students are required to write Roll No. on every page of the question paper; writing anything except the Roll No. will be treated as **Unfair Means.** All other instructions on the reverse of Admit Card should be followed meticulously.

Section A (3X5 = 15 Marks)

Attempt **any three** of the following questions. Each question carries **five marks**.

1. Explain the role of HR in Strategic Management.
2. Compare and contrast Organic and. Mechanistic Organization Designs.
3. Explain Mintzberg's Five Basic Organizational Elements.
4. Explain Charles Perrow's Knowledge Technology in designing an organization.
5. What are the distinguishing elements of Functional and Matrix Structure?

Section B (2X10 = 20 Marks)

Attempt **any two of the following** questions. Each question carries **ten marks**.

1. Explain with suitable examples how good HR strategy results in a fit between organizational strategy and HRM policies and programs in an organization.

2. "Instead of letting the environment define your strategy, craft a strategy that defines your environment"- Give your critical views on this statement with suitable examples.

3. Elaborate the salient features of different types of organization structures with suitable examples.

Section C Compulsory (15 Marks)

Analyze the case attached herewith and answer the questions given at the end.

Siemens is a 150 year old German Company, but it is not the company it was even a few years ago. Until recently, Siemens focused on producing electrical products. Today the firm has diversified into software, engineering, and services and is also global with over 400,000 employees working in 190 countries. In other words, Siemens became a world leader by pursuing a corporate strategy that emphasized diversifying into high-tech products and services and doing so on a global basis.

Turn Over

With a corporate strategy like that, human resource management plays a big role at Siemens. Sophisticated engineering and services require more focus on employee selection, training, and compensation than in the average firm, and globalization requires delivering these services globally. Siemens sums up the basic themes of its HR strategy in several points. These include:

A living company is a learning company. The high tech nature of Siemens's business means that employees must be able to learn on a continuing basis. Siemens uses its system of combined classrooms and hands on apprenticeship training around the World to help facilitate this. It also offers employees extensive continuing education and management development.

Global teamwork is the key to developing and using all the potential of the firm's human resources. Because it is so important for employees throughout Siemens to feel free to work together and interact, employees have to understand the whole process, not just the bits and pieces. To support this Siemens provides extensive training and development. It also ensures that all employees feel they are a part of strong unifying corporate identify. For example HR uses cross border, cross cultural experiences as prerequisite for career advances.

A climate of mutual respect is the basis of all relationships - within the company and society. Siemens contends that the wealth of nationalities, cultures and languages and outlooks represented by its employees is the most valuable assets. It therefore engages in numerous HR activities aimed at building openness, transparency, and fairness and supporting diversity.

1. Based on the information in this case, provide examples, for Siemens, strategically required organizational outcomes and required workforce competencies and behaviours.

    (8 marks)

2. Identify strategically relevant HR systems, policies and activities that Siemens has instituted to help Human Resources management contribute to achieving Siemens' strategic goals.

    (7 marks)

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