

IT. & S.M. (Pcc Nov.08)

Roll No.....

Total No. of Questions—10]

Time Allowed—3 Hours

[Total No. of Printed Pages—10

Maximum Marks—100

Answers to questions are to be given only in English except in the case of candidates who have opted for Hindi medium. If a candidate who has not opted for Hindi medium, answers in Hindi, his answers in Hindi will not be valued.

Answers to Sections A and B should be given in separate sets of Answer-books.

Marks

SECTION—A

Attempt **all** questions.

1. (a) Describe briefly the following terms :

5x1=5

(i) DDL

(ii) Multiprogramming

(iii) MODEM

(iv) Cache memory

(v) SVGA.

Answer (i) The **DDL** is essentially the link between the logical and physical structures of the database. The DDL is used to define physical characteristics of each record. The primary function the DDL serves are to

1. Describe the schema and sub schemas
2. Describe the fields in each record and the record's logical name.
3. Describe the data type and name of each field.
4. Indicate the keys of the record.
5. Provide for data security restrictions.
6. Provide for logical and Physical data independence.
7. Provide means of associating related records or fields.

Answer(ii) Multiprogramming:- It is defined as a technique for handling two or more independent program simultaneously that resides in the primary storage by overlapping. Since the CPU can execute only one instruction at a time, it cannot simultaneously execute instructions from two or more programs. However, it can execute instructions from one program then from second program then from first again, and so on. This is referred as concurrent execution.

When processing is interrupted on one program, perhaps to attend an input or output transfer, the processor switches to another program. This enables all parts of the system, the processor, I/O peripherals to be operated concurrently thereby utilizing the whole system more gainfully.

Answer(iii)MODEM (Modulator Demodulator) :- Device used to convert to digital signals(to be communicated over an analog channel such as telephone line) to analog form at the sending end and back to digital signals at the receiving end.

Answer(iv) Cache memory is similar to RAM, except that it is extremely fast compared to normal memory and it is used in a different way.

The cache acts as temporary memory and boosts processing power significantly. The cache that comes with the processor is called Level one (L1) cache. The L1 cache has two sections- one for data and the other for instructions. Therefore, more the L1 cache, faster is the processor.

Answer(v) SVGA is an acronym for **Super Video Graphics Array** and covers a wide range of computer display standards used in the manufacture of computer monitors and screens. The SVGA standard was designed by VESA, the Video Electronics Standards Association.

(b) Explain each of the following :

5x1=5

(i) Smart Card system

(ii) Data Warehouse

(iii) Compiler

(iv) File maintenance

(v) Incremental backup.

Answer(i) Smart card system

Smart cards resemble credit cards in size and shape; however, they contain a microprocessor chip and memory, and some include a key pad as well. In many instances, smart cards make it possible for organizations to provide new or enhanced services for customers. So far, smart cards are used most frequently to make electronic purchases and to transfer the funds between accounts. In health care industry, smart cards could be used to store holder's identity, address, insurance data, relative's details etc. In case of an accident, the smart card can be processed to provide immediate treatment.

Answer(ii) A data warehouse is a repository of an organization's electronically stored data. Data warehouses are designed to facilitate reporting and analysis.

This classic definition of the data warehouse focuses on data storage. However, the means to retrieve and analyze data, to extract, transform and load data, and to manage the data dictionary are also considered essential components of a data warehousing system. Many references to data warehousing use this broader context. Thus, an expanded definition for data warehousing includes business intelligence tools, tools to extract, transform, and load data into the repository, and tools to manage and retrieve metadata.

Answer(iii) Compiler is a standard program written and supplied by the computer manufacturer for translating the program written in high-level language (viz. FORTRAN, COBOL, PASCAL etc.) into the equivalent machine code of the computer. This process of translation is called compilation. The compilation process consists of first loading the computer with the compiler and then inputting the source program via punched card or magnetic tape. As an output, the compiler produces an object program on a deck of punched cards or magnetic tape and also print out of the program instructions.

Answer(iv) File Maintenance means routine changes, updates, copying, moving and/or deleting of files on a computer. Generally, file maintenance is performed on computers or servers that are serving a vast amount of files.

Answer(v) Incremental backup stores all files changed since the last **FULL, DIFFERENTIAL OR INCREMENTAL backup**. The advantage of an **incremental backup** is that it takes the least time to complete. During a restore operation, each **incremental backup** is processed, which could result in a lengthy restore job.

Incremental backup provides a faster method of backing up data than repeatedly running full backups. During an **incremental backup** only the files changed since the most recent backup are included. That is where it gets its name: each backup is an **increment** since the most recent backup.

2. Answer any **two** of the following:

2x5=10

(a) Briefly explain various functions of Communication Software.

Answer:- COMMUNICATION SOFTWARE

Appropriate Software and hardware is required to set up a communication link between the systems. Communication software performs number of jobs like synchronizing both the communicating systems *i.e.* both the system should send and receive the data at the same speed. It also monitors the signal from the receiving computer indicating transmission errors. The communication program plays a key role between the computers. At the receiving end it lets the user store data on the disk, or print it. From the originating point, it allows the user to send data directly from the disk or type it from the keyboard.

This program can also store telephone numbers, modem commands and other critical settings. Some of the programs direct modem to dial, hang up, and answer automatically. Program provides appropriate instruction to the modem, which actually performs the task. For example, when a dialing command is issued, the modem automatically goes off-hook, waits for dial tone, and proceeds to generate click pulse or tone that dial the number. It generates an audible indication that it is dialing followed by a connecting tone.

In addition to these functions, programs facilitate the user to redial the number repeatedly until the connection is made. It also allows the user to take remote control of the computer at other end. With certain programs user can dial a series of numbers sequentially one after the other and so on.

(b) Describe various features of Data Centers.

Answer:- The various features of Data centers are:-

1. On-Site Facility Security, Staffed 24x7x365 – Security team monitors technology assets around the clock so that one can rest assured that their systems are safe and well managed.

Raised Floors – Our floors are raised to allow cable trays and other building services to pass underneath. This creates a space for ventilation, has multiple grounding points to eliminate damaging static electricity, and has waterproofing mechanisms, protecting critical wiring.

Individually Locked Cabinets – They house vital company servers in half or full cabinets, individually locked for added security.

Systems Monitoring – They offer proprietary technology that monitors your sensitive systems. Any issues that arise, such as ICMP loss, ICMP latency or network events are automatically detected and corrected.

Biometric Hand Scanners – They employ the latest in security technology to ensure that only those with the proper privileges can access the facility, server rooms and individual cabinets.

Video Surveillance & Electronic Motion Sensors – Their surveillance systems provide continuous and comprehensive observation. They detect and record who accesses each room and cabinet, ensuring unparalleled protection against tampering.

Early Warning Smoke Detection & Fire Suppression Systems – We utilize top-of-the-line, early-warning smoke detectors and a gas-based fire suppression system throughout the data center.

Constantly Monitored Humidity & Temperature Systems – Their fail-safe cooling and humidity monitoring systems ensure the environment inside the facility is always optimal, ensuring peak equipment performance.

Sturdy & Secure Server Racks – Their server racks are specifically designed for a data center and will remain stable in any condition.

Uninterruptible Power Systems (UPS) & Multiple Backup – Two separate power feeds, each delivering a UPS, mean our servers will always remain powered. Dual-redundant UPS feeds power each source, and in the event of outages, a diesel generator with a 3000-gallon reserve fuel capacity runs equipment until main power is restored.

(c) Explain the basic functions of an Operating system.

Answer:- MAIN FUNCTIONS OF AN OPERATING SYSTEM

As we know that an operating system provides services to all application software and to the users of those programs. The functioning may vary from one operating systems to another, but generally, there are some common types of functions performed by all operating systems. These main functions provided by usually most operating systems are as follows:

1. Process Management
2. Memory Management
3. File Management
4. Device Management
5. Security
6. Command Interpretation
7. Measuring System Performance

3. (a) Explain the various types of Internet servers.

3

Answer:- The various types of Internet Servers are:-

1. Web servers

At its core, a Web server serves static content to a Web browser by loading a file from a disk and serving it across the network to a user's Web browser. This entire exchange is mediated by the browser and server talking to each other using Hypertext Transfer Protocol (HTTP).

2. Mail Servers

Almost as ubiquitous and crucial as Web servers, mail servers move and store mail over private networks and across the Internet.

3. Real-Time Communication Servers

Our real-time communication server category consists of chat servers, instant messaging servers, instant messaging gateway servers, and IRC servers.

4. FTP Servers

File Transfer Protocol makes it possible to move files from one computer to another via the Internet. Although one of the oldest Internet services, FTP servers have kept pace with the times. Today's FTP servers feature user authentication, file transfer policies, and detailed activity logging as well as deliver virtualization and automation capabilities.

5. Proxy Servers

In the general sense, a proxy is a stand in. In network architecture, it's an entity that sits between corporate client machines and the Internet. A forward proxy stands in the way of the Internet and receives data from client machines bound for the Internet and forwards it on their behalf. A reverse proxy stands in the way of servers within the corporate network and receives data bound for them, and distributes it on.

6. Collaboration Servers

In many ways, groupware is the clearest way to show the true power of the World Wide Web

7. Telnet Servers

A telnet server enables users to log on to a host computer and perform tasks as if they're working on the remote computer itself.

8. Operating System Servers

A term often used synonymously with 'operating system,' a platform is the underlying hardware or software for a system and is thus the engine that drives the server.

(b) Explain the management problems that exist in File Processing systems.

3

Answer:- DRAWBACKS IN FILE PROCESSING SYSTEM

The file based approach is difficult to manage information system because it suffered the following disadvantages :—

(1) **Data redundancy** : The same piece of information is stored in two or more files. Thus, there is a need to avoid this data redundancy and the keeping of multiple copies of the same information and replace it by a system where the address is stored at just one place physically, and is accessible to all applications from this itself.

(2) **Program/Data dependency**: In traditional file system if the data field is to be added to a master file, all programs that access this master file, required to be changed.

(3) **Lack of flexibility** : Because of the strong coupling between the program and the data most information retrieval was limited to predetermined request for data.

This file processing system caused serious inconsistency in the development of the programs which access such data. Moreover, integrity (accuracy and completeness) of the data is suspected because there is no control over their use and maintenance by authorized user.

4. A Book publisher offers discount to customers on the basis of customer type and number of copies ordered as shown below :

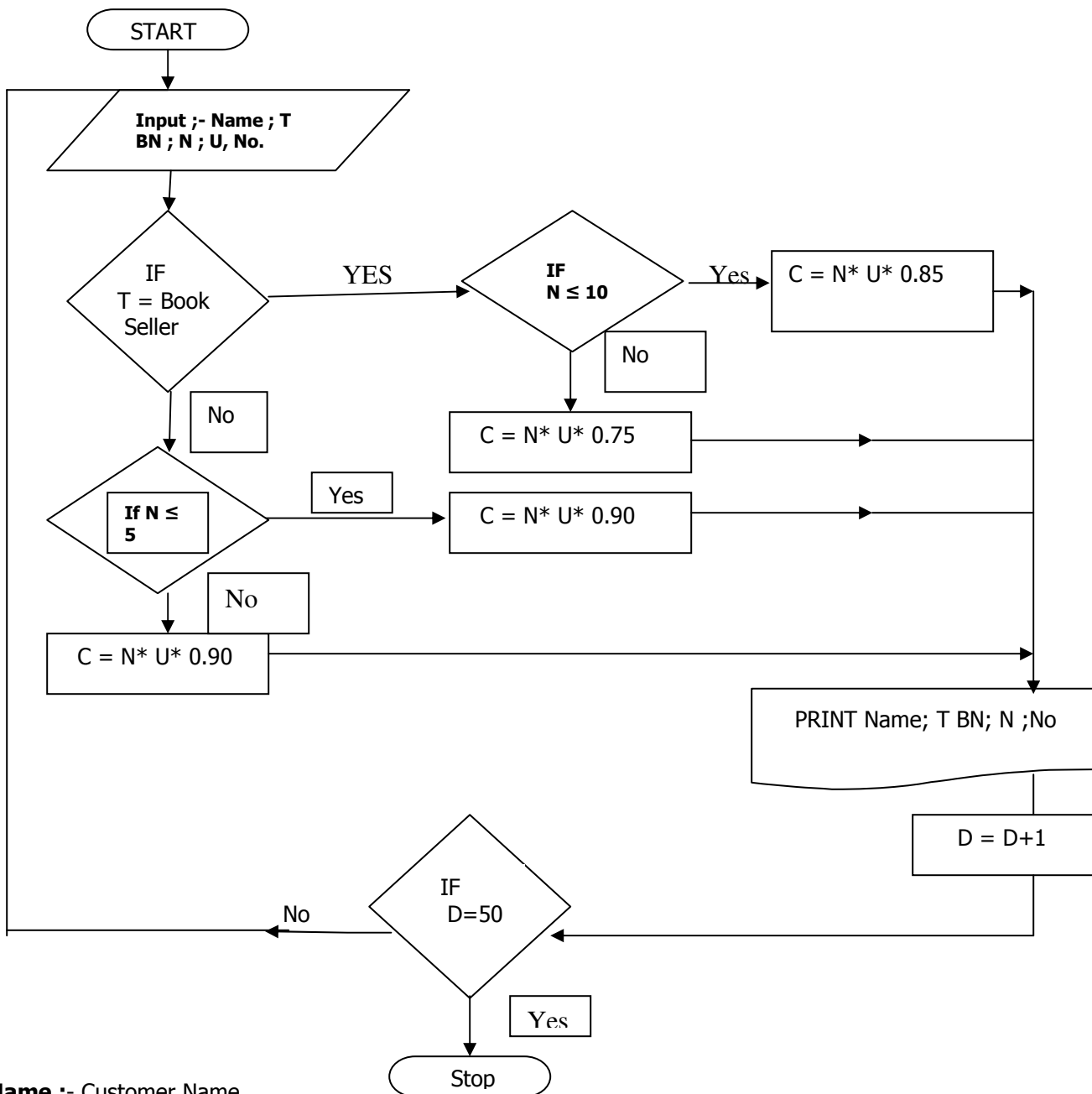
10

Customer type	Number of Copies Ordered	% of Discount
Book Seller	More than 10	25
	Less than or equal to 10	15
Library	More than 5	20
	Less than or equal to, 5	10

Customer number, name, type, book number, number of copies ordered and unit price are given as input. Draw a flow chart to calculate the net amount of the bill for each customer and print it.

The above is to be carried out for 50 customers.

Answer:-



Name :- Customer Name
T :- Customer Type
BN:- Books Number
N:- No. of Copies
U:- Unit Price
No. :- Customer Number

5. Write short notes on the following :

2x5=10

(a) Star Network topology.

Answer:- **Star Topologies (Star connection):** In some networks when communication goes through a centre point, then star topology is preferred. In star topology, all nodes are connected to a node called the central node or hub network. The wiring between the nodes are not shared as in the case of bus topology. The computer in the centre acts as server. This topology is used in applications where a central computer communicates with remote terminals or workstations. The central node can be active or passive. If it is active, it is usually used to control the entire network and performs all the routing. When two computers of the network communicate with each other, the message must pass through this central server, which retransmits it to the destination. Also in star network, when communication takes place between two nodes (workstation), a complete circuit is dedicated to the connection for the duration of the call. It is not necessary that the network should have a computer only at the centre. It can also have some sort of

transmission switch also like Hubs. The biggest disadvantage of star network is that if the central server fails, the whole network doesn't work.

(b) Advantages of Electronic Data Interchange (EDI).

Answer:- EDI do not have to change their internal data bases. However, users must translate this information to or from their own computer system formats, but this translation software has to be prepared only once.

- EDI is a process of exchanging data, information and documents related to a business transaction from one computer to another.

Benefits of EDI

- EDI, when implemented would ensure faster response to queries and demands of customers.
- When a query of a customer is answered immediately, it goes a long way in improving the customer relationship.
- Means of effective managerial control.
- By adopting EDI, companies do reduce the following:

Transaction costs that include stationery cost, expenses towards telephone, fax messages, mailing costs and printing costs.

SECTION—B

Attempt **all** questions.

6. State with reasons which of the following statements is correct/incorrect (Attempt any **three**): (3 x 2 = 6)

- (a) Strategy is a substitute for Sound, Alert and Responsible management.
- (b) Strategic management is not needed in non-profit Organisations.
- (c) All strategies emerge from Corporate vision.
- (d) A company's strategy has always to be pro-active in nature.
- (e) An Organisation's culture is always an obstacle to successful strategy implementation.

Answer:

(a) **Incorrect**, strategy is no substitute for sound, alert and responsible management. Strategy can never be perfect, flawless and optimal. It is in the very nature of strategy that it is flexible and pragmatic; it is art of the possible; it does not preclude second-best choices, trade-offs, sudden emergencies, pervasive pressures, failures and frustrations. However, in a sound strategy, allowances are made for possible miscalculations and unanticipated events.

(b) **Incorrect**, Strategic management provides the framework for all the major business decisions of an enterprise such as decisions on businesses, products and markets, manufacturing facilities, investments and organizational structure. In a successful corporation, strategic planning works as the pathfinder to various business opportunities; simultaneously, it also serves as a corporate defence mechanism, helping the firm avoid costly mistakes in product market choices or investments.

(c) **Incorrect**, Strategies of a company emerges from corporate vision, mission and strategy. All the three play a simultaneously an important role in the emergence of strategy

(d) **Incorrect**, the company's strategy is typically a blend of (1) proactive actions on the part of managers to improve the company's market position and financial performance and (2) as needed reactions to unanticipated developments and fresh market conditions. The biggest portion of a company's current strategy flows from previously initiated actions and business approaches that are working well enough to merit continuation and newly launched managerial initiatives to strengthen the company's overall position and performance. This part of management's game plan is deliberate and proactive, standing as the product of management's analysis and strategic thinking about the company's situation and its conclusions about how to position the company in the marketplace and tackle the task of competing for buyer patronage.

(e) **Correct**, When a company's culture is out of sync with what is needed for strategic success, the culture has to be changed as rapidly as can be managed – this, of course, presumes that it is one or more aspects of the culture that are out of whack rather than the strategy. While correcting a strategy-culture conflict can occasionally mean revamping strategy to produce cultural fit, more usually it means revamping the mismatched cultural features to produce strategy fit.

7. Briefly answer any **two** of the following: (2x2=4)

- (a) Logistics Strategy
- (b) Difference between Strategy formulation and Strategy implementation
- (c) Components of a Value chain.

Answer:

(a) **LOGISTICS STRATEGY**

Management of logistics is a process which integrates the flow of supplies into through and out of an organization to achieve a level of service which ensures that the right materials are available at the right place, at the right time, of the right quality, and at the right cost. Organizations try to keep the cost of transporting materials as low as possible consistent with safe and reliable delivery. Supply chain management helps in logistics and enables a company to have

constant contact with its distribution team, which could consist of trucks, trains, or any other mode of transportation. Given the changes that effect logistics operations such as emerging technologies and industry initiatives, developing and using a formal logistics strategy is very important. For a business organization effective strategy will involve raising and finding solutions to the following questions:

- ◆ Which sources of raw materials and components are available?
- ◆ How many manufacturing locations are there?
- ◆ What products are being made at each manufacturing location?
- ◆ What modes of transportation should be used for various products?
- ◆ What is the nature of distribution facilities?
- ◆ What is the nature of materials handling equipment possessed? Is it ideal?
- ◆ What is the method for deploying inventory in the logistics network?
- ◆ Should the business organization own the transport vehicles?

(b) Strategy formulation and implementation can be contrasted in the following ways:

Strategy formulation	Strategy implementation
◆ Strategy formulation is positioning forces before the action.	◆ Strategy implementation is managing forces during the action.
◆ Strategy formulation focuses on effectiveness.	◆ Strategy implementation focuses on efficiency.
◆ Strategy formulation is primarily an intellectual process.	◆ Strategy implementation is primarily an operational process.
◆ Strategy formulation requires good intuitive and analytical skills.	◆ Strategy implementation requires special motivation and leadership skills
◆ Strategy formulation requires coordination among a few individuals	◆ Strategy implementation requires combination among many individuals.

(c) Value chain analysis has been widely used as a means of describing the activities within and around an organization, and relating them to an assessment of the competitive strength of an organization (or its ability to provide value-for-money products or services). Value analysis was originally introduced as an accounting analysis to shed light on the 'value added' of separate steps in complex manufacturing processes, in order to determine where cost improvements could be made and/or value creation improved. These two basic steps of identifying separate activities and assessing the value added from each were linked to an analysis of an organization's competitive advantage by Michael Porter.

Each of the groups of primary activities are linked to support activities. These can be divided into four areas:

- ◆ *Procurement*: This refers to the processes for acquiring the various resource inputs to the primary activities (not to the resources themselves). As such, it occurs in many parts of the organization.
- ◆ *Technology development*: All value activities have a 'technology', even if it is simply know-how. They key technologies may be concerned directly with the product (e.g. R & D product design) or with processes (e.g. process development) or will a particular resource (e.g. raw materials improvements).
- ◆ *Human resource management*: This is a particularly important area which transcends all primary activities. It is concerned with those activities involved in recruiting, managing, training, developing and rewarding people within the organization.
- ◆ *Infrastructure*: The systems of planning, finance, quality control, information management, etc. are crucially important to an organization's performance in its primary activities. Infrastructure also consists of the structures and routines of the organization which sustain its culture.

8. What is meant by a Global Company? Explain briefly different strategic approaches for Globalisation by a Company. (4+6 =10)

Answer: Globalization or internationalization means a phenomenon of integrating the domestic country with the world economy. It is a process which draws countries out of their insulation and makes them join rest of the world in its march towards a new economic world. This means involving of more interaction among national economic systems, more centralized financial markets, economies of trade, free flow of technology, etc. Globalization would eventually mean being able to manufacture in the most cost effective way anywhere in the world. For e.g., Lee Cooper Shoes, Reebok T Shirts, Rayban Sunglasses, Coca Cola and Pepsi etc. have flooded the Indian market.

There are several **reasons** why companies go global. Few of these are discussed as follows:

- ◆ **Faster communication**, speedier transportation, growing financial flows and rapid technological changes.

- ♦ It is being realized that the domestic markets are to **longer adequate and rich**. Japanese have flooded the U.S. market with automobiles and electronic because the home market was not large enough to absorb whatever was produced. Some European companies have gone global for similar reason.
- ♦ Going for globalization may also vary by industry to industry. Petroleum and mining companies often go global to **secure a reliable of cheaper source of raw-materials**. Some manufacturing companies, by contract, have often ventured overseas **to protect old markets or to seek new ones**. For example, cheap labour in India, lure foreign investors.
- ♦ Companies often set up overseas plants **to reduce high transportation costs**. The higher the ratio of the unit cost to the selling price per unit, the more significant the transportation factor becomes.

9. What is Benchmarking? Explain briefly the elements involved in Benchmarking process. (3+7 =10)

Answer:

Benchmarking

Two men were passing through a jungle. They way a tiger at a distance. One of them immediately started running away. 'No use' the other claimed 'We cannot outrun him. We are sure to be killed'. The first person replied 'I need to outrun you and not him'.

Similarly, in cut-throat competition it is important for organizations to gain an edge over their competitions. Benchmarking helps organization to get ahead of competition. The organizations posses a large amount of information that helps them in taking strategic and other important decisions. Companies that translate this information to knowledge and use it in their planning and decision making are the winners.

However, the concept of benchmarking is much broader than mere controlling as there are major strategic dimensions involved. The term has presumably bee adapted from physical sciences wherein it refers to a surveyor's mark made on a stationary object at previously determined position and elevation and used as reference point to measure altitudes.

In simple words, benchmarking is an approach of setting goals and measuring productively based on best industry practices. It developed out of need to have information against which performances can be measured. For example, a customer support engineer of a television manufacturer attends a call within forty-eight hours. If the industry norm is that all calls are attended within twenty-four hours, then the twenty-four hours can be a benchmark. Benchmarking helps in improving performance by learning from best practices and the processes by which they are achieved.

Benchmarking is not a panacea for all problems. Rather, it studies the circumstances and processes that help in superior performance. Better processes are not merely copied. Efforts are made to learn, improve and evolve them to suit the organizational circumstances.

Firms can use benchmarking process to achieve improvement in diverse range of management function like:

- ♦ Maintenance operations
- ♦ Assessment of total manufacturing costs
- ♦ Product development
- ♦ Product distribution
- ♦ Customer services

The Benchmarking Process

- (1) *Identifying the need for benchmarking and planning*
- (2) *Clearly understanding existing business processes*
- (3) *Identify best processes*
- (4) *Compare own processes and performance with that of others*
- (5) *Prepare a report and Implement the steps necessary to close the performance gap*
- (6) *Evaluation*

10. Read the following case and answer the questions given at the end:

Sahni Auto Industries is a manufacturer and exporter of Auto parts with an annual turnover of Rupees one thousand crores. It employs about, 2,000 persons in its factory in Punjab and its other offices in India and abroad.

The Personnel Administration and Human Resources Department of the company is headed by Mr. Amit Kapoor—the Chief Personnel Manager. Mr. Amit Kapoor, an Automobile Engineer joined the company 5 years ago as Product Development Manager. After a successful stint of 4 years as Product Development Manager, he was transferred to Personnel Administration and Human Resources Department as the Chief Personnel Manager as a part of Career development plan. Mr. Vikas, MBA in Human Resources from a renowned Business school, joined the company as a Personnel Manager only 3 months back. He reports to Amit Kapoor – the chief Personnel Manager and industrial relations matters.

One day, during informal discussion with Mr. Amit Kapoor, Mr. Vikas suggested him of linking Human Resources Management with Company's strategic goals and objectives to further improve business performance and also to develop Organisational culture that fosters more innovative ideas. He also advocated creating abundant 'Social Capital'

on the ground that people tend to be more productive in an environment which has trust and goodwill embedded in it rather than which is highly hierarchical and formal. Mr. Amit Kapoor disagreed with Mr. Vikas and told him that the role of Human Resources Department was only peripheral to the business and all his suggestions about its strategic role were beyond the purview of Personnel Administration and Human Resources Department. After this, Mr. Vikas started having number of arguments with Mr. Amit Kapoor in several issues relating to personnel and industrial relations since he felt that a person with a degree in Human Resources Management was in a far better position to run Personnel Administration and Human Resources Department. Mr. Amit Kapoor—the Chief Personnel Manager had often shown his displeasure on Mr. Vikas's argumentative tendency and had made it known to the General Manager. The General Manager called Mr. Amit Kapoor in his office to inform him that he has been elected for an overseas assignment. He further told him to find a suitable person as his successor; he even suggested Mr. Vikas as a possible candidate. Mr. Amit Kapoor, however, selected Mr. Balram, who was working as Training Manager in a Multinational Company for the last 5 years.

Mr. Vikas soon started having arguments with Mr. Balram also over number of issues relating to industrial relations since he felt that he had no experience in handling industrial relations matters. Mr. Balram now realised that Mr. Vikas was trying to make things difficult for him. After a series of meetings with the General Manager, Mr. Balram eventually succeeded in convincing him to transfer Mr. Vikas to an office outside Punjab. On learning about his impending transfer, Mr. Vikas wrote a letter to the General Manager joining details of various instances, when Mr. Balram had shown his incompetence in handling problematic situations. When asked for explanation by the General Manager, Mr. Balram had refuted almost all the allegations. The General Manager accepted his explanation and informed Mr. Vikas that most of his allegations against Mr. Balram were unwarranted and baseless. He further advised him to avoid confrontation with Mr. Balram. Mr. Vikas then wrote a letter to the Chairman repeating all the allegations against Mr. Balram. On investigation, the Chairman found most of the allegations true. He then called all the three—the General Manager, the Chief Personnel Manager and the Personnel Manager in his office and implored them to forget the past and henceforth to work in coordination with each other in an environment of Trust and Goodwill.

Questions:

- (a) Identify and discuss the major issues raised in the case. (6)
- (b) Comment on the recruitment of the two Chief Personnel Managers. (4)
- (c) Would you justify Mr. Vikas's argumentative tendency with the Chief Personnel Managers? Give reasons for your answer. (4)
- (d) Do you agree with suggestion offered by Mr. Vikas to like Human Resources Management with the company's strategic goals? If yes, suggest prominent areas where Human Resources Department can play role in this regard. (6)

Answer:

- (a) There are many issues which are discussed in the instant case such as:
 - (i) Linking HRM with the company's strategic goals and objectives to further improve business performance.
 - (ii) Develop Organisational culture that fosters more innovative ideas.
 - (iii) Creating abundant 'Social Capital' on the ground that people tend to be more productive in an environment which has trust and goodwill embedded in it rather than which is highly hierarchical and formal.
 - (iv) Non co-operation between superior and subordinate.
 - (v) No active involvement between the managers and employees as possible in the process in order to prevent the problem of human resource in strategic management.
 - (vi) Argumentative tendency of the subordinate with the superior.

(b) Recruitment: The workforce will be more competent if a firm successfully identify, attracts, and select the most competent applicants. In the process of recruitment as applied in the case above of Mr. Amit Kapoor who is an Automobile engineer was transferred to Personnel Administration and Human Resource Department on the basis of successful stint performance of 4 years as Product development Manager and the second recruitment of Mr. Balram as his successor who was working as Training Manager in a Multinational Company for the last 5 years. This was not a good situation for a well running organization.

(c) During informal discussion with Mr. Amit Kapoor, Mr. Vikas suggested him various ideas which the superior disagreed. After this, Mr. Vikas started having number of arguments with Mr. Amit Kapoor in several issues relating to personnel and industrial relations since he felt that a person with a degree in Human Resources Management was in a far better position to run Personnel Administration and Human Resources Department. On which the superior often showed his displeasure on Mr. Vikas's argumentative tendency. Mr. Vikas soon started having arguments with Mr. Balram, successor of the ex Chief personnel Manager Mr. Amit Kumar, also over number of issues relating to industrial relations since he felt that he had no experience in handling industrial relations matters. Mr. Balram now realised that Mr. Vikas was trying to make things difficult for him. This behaviour of Mr. Vikas is just unreasonable and non co-operative. Because of this many of the time and money of the seniors gets wasted which would have been otherwise

productive and been utilised for the purpose of strategic management. The human resource management must be able to lead people and the organization towards the desired direction involving people right from the beginning. The most important tasks of a professional management is to ensure that the object of an organization has been internalized by each individual working in the organization. Goals of an organization states the very purpose and justification of its existence.

(d) Yes, agree with the suggestions as provided by Mr. Vikas to like Human Resources Management with the company's strategic goals. **Strategic Role of Human Resource Management**

The prominent areas where the human resource manager can play role are as follows:

1. Providing purposeful direction: The human resource management must be able to lead people and the organization towards the desired direction involving people right from the beginning. The most important tasks of a professional management is to ensure that the object of an organization has been internalized by each individual working in the organization. Goals of an organization states the very purpose and justification of its existence.

2. Creating competitive atmosphere: Present's globalized market maintaining a competitive gain is the object of any organization. There are two important ways of business can achieve a competitive advantages over the others.

3. Facilitation of change: The human resource will be more concerned with substance rather than form, accomplishments rather than activities, and practice rather than theory. The personnel function will be responsible for furthering the organization not just maintaining it. Human resource management will have to devote more time to promote changes than to maintain the status quo.

4. Diversion of workforce: In the modern organization management of diverse workforce is a great challenge. Workforce diversity can be observed in terms of male and female workers, young and old workers, educated and uneducated workers, unskilled and professional employee, etc. Moreover, many organizations also have people of different castes, religious and nationalities. The workforce in future will comprise more of educated and self conscious workers.

5. Empowerment of human resources: Empowerment means authorizing every member of a society or organization to take of his/her own destiny realizing his/her full potential. It involves giving more power to those who, at present, have little control what they do and little ability to influence the decisions being made around them.

6. Building core competency: The human resource manager has a great role to play in developing core competency by the firm. A core competence is a unique strength of an organization which may not be shared by others. This may be in the form of human resources, marketing, capability, or technological capability. If the business is organized on the basis of core competency, it is likely to generate competitive advantage.