

PGDM Program
END-TERM EXAMINATION
TERM – IV (Batch: 2023-25)

Course Name	SHRM	Course Code	
Duration	2 Hours 30 Minutes	Max. Marks	60

Exam Instructions: All questions are compulsory. Present your answer in a structured and concise manner.

Q I Read the case and answer the questions that follow:

[10* 4 = 40 Marks] [CO 1-4]

Lavazza

The history of Lavazza started in 1895 when Luigi Lavazza took over a small grocery store in the old centre of Turin (Italy). He decided to produce a new coffee concept, 'the coffee blend', where different types of coffee were mixed together to achieve a tastier and more harmonious flavour. Today Lavazza is the leader in Italy in the mass market channel with a market Share of 48 per cent; 40 per cent of the company's turnover is generated out of Italy. Lavazza is ranked 7th as a green coffee importer worldwide. The current dimensions of the company are defined by the following data:

- 17 billion cups consumed worldwide annually.
- The turnover is 1276 million Euros
- Six industrial facilities;
- 3800 employees
- Geographical coverage is over 90 countries.

In 2010 the net revenue of the Lavazza Company amounted to 114 million Euros and earnings before interest, taxes, depreciation and amortization (EBITDA) were 143 million Euros.

Lavazza makes coffee for home use, institutional customers, and restaurants: its objective is to expand the aroma, quality and culture of Italian espresso worldwide. The core values of Lavazza are based on two fundamental concepts:

- The internationalization of the business and consequentially of its human resources.
- The development capabilities to bring innovation inside the organization.

Lavazza has created a business model based on direct distribution through its own subsidiaries in 12 countries and indirect distribution through a wide network of distributors — specialized in different channels — in about 80 countries.

In general, the concern for emerging markets shows an interesting potential in the growth of coffee consumption in Asia, South America and Eastern Europe.

Innovation is of fundamental importance if Lavazza is to continue to contend in a competitive international market.

Innovation activities are conducted by joining the exploration of new alternatives and the exploration of existing ones with a creative communication strategy. Since 2006 the company has enhanced several partnerships with universities by organizing MBA training programmes for their employees and setting up specific 'company projects' such as case studies for university students.

The link with the university makes it possible for the company to improve the capability of its employees and increase the potential resources of new ideas, strengthening relationships between 'potential employees and the company' and reinforcing the image of the company.

Collaboration with universities of international fame has been essential in guaranteeing an up-to-date research base and that personnel are able to take on market challenges.

- (1) Critically analyse the case with reference to Lavazza's organizational, business and HR strategies. Clearly mention each strategy with examples from the case.
- (2) What are your views on Lavazza's approaches to strategy? Explain in details with sufficient examples from the case
- (3) Implement any of the SHRM models for Lavazza. Give detailed reasoning for each component of the model.
- (4) As per your understanding of the case, elaborate the integration between organizational structure, HR strategy and organizational strategy.

Q II Many practitioners use the terms 'flexibility' and 'work-life balance' interchangeably. Give your views on the same citing examples from the corporate discussed in the class. Also, elaborate which flexible working arrangements are likely to enable employees to improve their work-life balance. [05 Marks] [CO 1-4]

unwarranted
per time

flexible work schedule

Q III In order to set organizational direction and identifying competencies needed to achieve strategic goals, an exhaustive strategic workforce planning is needed. Explain critically the strategic workforce planning process and give examples too. [05 Marks] [CO 1-4]

pet: O
Tactical
operational
1-3
strategic

Q IV On the basis of discussions held in the SHRM classes, write short notes on the following:

(Attempt Any 2) [5 * 2 = 10 Marks] [CO 1-4]

- a. Performance based evaluation systems
- b. Coaching & Mentoring
- c. Business Case & Fair Case

work
Term mix
Future
Skill
Plan
Work force
Gap Planning
Succes
Plan