Chapter 3

Research Design & Methodology
3.1 Introduction

This part specifies the research design and system for leading the research study. Research design depicts the association between observational data to the study's starting research questions logically and finally to the conclusions research study (Yin, 2003). It particularly addresses different scientific paradigms, scientific approaches, research methodologies, research strategy, data accumulation technique and data analysis strategy. By this segment the research focus, research questions, research objectives, and the way of research inquiries are displayed. Segment 3.2.6 portrays general methodology and basis for the choice of case study research strategy. Further, it examines about the particular routines utilized as a part of directing this research and their pertinence to the study. Area 3.9 talks about the case study design perspectives, for example, number of cases, and sampling. Segment 3.10 clarifies the data gathering techniques followed in this research study. Segment 3.11 portrays about data analysis strategy.

3.2 Research Objectives & Research Questions

3.2.1 Research Focus

HR strategies related processes such as formulation, implementation of HR strategies, and HR practices at an organisation level in Indian gas industry context are the focus of research here. In early literature, several HR approaches i.e., HR strategies/concepts/methods have been discussed by various authors. At an organisation level in HR function, the implied and unequivocal information in the field of best practices in HR management are accessible with HR managers working in the organisation. We have to assemble a top to bottom comprehension of this information in definition of HR strategy & practices in the organization. Along these lines, qualitative research strategy will be a suitable technique in catching and reusing implicit and express learning in the field of best practices in HR management at the association considered. For this research, to think about on HR methods & HR practices related procedures at association level in an Indian connection, a large gas service organization is chosen for this study. The manner of selection of the company and business verticals discussed in detail under section 3.4.

3.2.2 Problem Statement

Although in the current thinking on SHRM various theories and model are well known but the process of human resource strategy formulation & practices in alignment of business strategy at an organisation level have not been described in detail. Holistic process model of SHRM is also not available.
3.2.3 Research Questions

CRQ: How a large Gas Utility Company in India formulates and practices its HR strategy in alignment with Business Strategy?

ARQ 1: What are the extents of Vertical fit between Business Strategy and HR Strategy and also the extent of Horizontal Fit among various sub functions of HR?

ARQ 2: What are the factors leading to inconsistency or congruence between HR strategy & Business Strategy?

3.2.4 Nature of Research Questions

As we seek to understand a pattern of relationships and impacts, hence the central research question is exploratory in nature. (Hedrick et al., 1993; Yin, 2003). To provide support to the Central Research Question, the Additional Research Questions are exploratory and descriptive in nature and aim towards making an inventory of effects. The study is aimed to study the existing HR processes of an Indian large gas utility company.

3.2.5 Objectives of the Study

The specific objectives of the research work are:

- To understand and describe the existing HR strategy formulation & practices in a large Gas Utility Company in India.

- To study the extent of vertical fit between HR strategy and Business strategy.

- To study the extent of Horizontal fit among the various sub functions of HR.

- To identify the factors facilitating or hindering the strategic fit (both Vertical and Horizontal)
3.2.6 Overall Approach & Rationale of the study

For carrying out a management research, the researcher develops curiosity with an issue or phenomenon, which the researcher seeks to examine and perceive the significance (Maxwell, 1996). Then research questions and a research design are developed by the researcher to systematically understand this problem/phenomenon. Next, to develop the conceptual lens to study the problem, the existing theory is examined and incorporated by taking the help of the theory development methodology, which further leads to the development of empirical research design and data analysis approach. Then, data is collected by the researcher by making observations in an empirical manner. The management and analysis of the data is done by the researcher, in accordance with the conceptual lens and empirical research design. This further leads to findings, which might possibly lead to existing theory extension and helps to understand and prescribe the problem. This overall research design is depicted in the figure below.

Table 3.2.6 (a)

![Research Process Diagram]

For this research, a case study approach has been selected, since, the definition of the case study method say that “the central tendency among all types of case study, is that it tries to illuminate a decision or set of decisions: why they were taken, how they were implemented, and with what result” (Yin, 2003). For this research study, GAIL (India) Limited has been chosen, since it is having 70% market share in natural gas industry and it is a No. 1 gas utility company in India. GAIL (India) Limited, a Maharatna
Public Sector Undertaking, is having 7 LPG processing plants, 1 Petrochemical processing plant & 3 Natural Gas Pipeline networks & 2 LPG pipeline networks.

### 3.3 Philosophical Assumptions

The research study relies upon few elements, for example, the suitable research techniques, constituents' of substantial research, and assumptions about the nature of reality (Myers, 2013). These philosophical assumptions comprise of a position toward the nature of the reality and how it ought to be built (ontology), how the researcher thinks about the reality and what is the premise for his/her insight (epistemology), what are the qualities put into the research (axiology), how the researcher expounds on it (rhetoric), and the routines utilized as a part of the research process (methodology). These are clarified by Creswell, 2007. The below given Figure 3.3 (a) summarises the above assumptions identified with this research study and their suggestions on this research.

**Figure 3.3 (a) Philosophical Assumptions along with implications for this research study**

<table>
<thead>
<tr>
<th>Assumptions</th>
<th>Question</th>
<th>Characteristics</th>
<th>Implication in this research study</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ontological</td>
<td>What is the nature of reality and how it should be constructed?</td>
<td>As described by participants in the research study, reality is subjective and multiple in nature. The nature of the world and what we can know about it.</td>
<td>Quotations &amp; Concepts are described in words of participants and evidences have been provided to explain different perspectives.</td>
</tr>
<tr>
<td>Epistemological</td>
<td>What is the nature of knowledge and the relationship between the knower and the would-be known?</td>
<td>Researcher attempts to understand thoroughly and be in continuous touch with subjects being studied in this research work.</td>
<td>Researcher spent time of 30 days in various sites of gas utility company and observed the HR practices &amp; implementation of HR strategies</td>
</tr>
<tr>
<td>Axiological</td>
<td>What values go in to research?</td>
<td>Researcher acknowledges the value addition in this research study</td>
<td>Inferences and interpretations of researcher are validated with the interpretations of interview participants</td>
</tr>
<tr>
<td>Rhetorical</td>
<td>How the researchers write about his/her research study?</td>
<td>The writing style adopted in this research study is of literary and informal style using the personal voice. It also uses qualitative terms and limited definitions.</td>
<td>First person pronoun is used in the research; Provided rich description of the problem</td>
</tr>
<tr>
<td>Methodological</td>
<td>What is the process of research? (or) How can the knower go about obtaining the desired knowledge &amp; understandings?</td>
<td>To study the topic within its context inductive logic with good design is used.</td>
<td>Research has described the context of HR strategy and practices at an organisation level. Conceptual lens has been revisited based on the findings from case studies.</td>
</tr>
</tbody>
</table>

(Source: Creswell, 2007; Ritchie & Lewis, 2003; Guba & Lincoln, 2005)
These assumptions mirror a specific paradigm that researchers make when selecting qualitative research routines. A paradigm is "an expansive perspective or viewpoint of something" (Taylor, Kermode & Roberts, 2007). Research could be influenced and guided by a certain standard and it can be characterized as "examples of convictions and practices that manage request inside of a control by giving lenses, edges and procedures through which examination is proficient (Weaver & Olson's, 2006)". Therefore, to elucidate the researcher's structure of examination and methodological decisions, the ideal model embraced for this research study must be talked about preceding any exchange about the particular systems used in this study. This study utilized interpretive standard (Orlikowski & Baroudi, 1991; Knowles & Cole, 2008), the points of interest are given in the subsequent section.

3.4 Scientific Paradigms

A research paradigm sets the context for an investigator’s study. There are numerous paradigms used to guide research, and authors incorporate different paradigmatic schemas to conceptualize and classify their research (see Denzin & Lincoln, 2000b). Of the numerous classification schemes introduced in the literature, the schema of Guba and Lincoln (1994) is found to be the most concise and manageable. The paradigms are positivism, post positivism, constructivism–interpretivism, and critical theory (with related ideological positions).

Five underlying paradigms which are available for qualitative research are positivism, post-positivism, critical theory, constructivism, and participatory (Guba & Lincoln, 2005). Another theory provides four paradigms such as post-positivism, constructivism, advocacy/participatory, and pragmatism (Creswell, 2003).

Positivism is a form of philosophical realism adhering closely to the hypothetico–deductive method (Cacioppo, Semin, & Berntson, 2004; McGrath & Johnson, 2003; Sciarra, 1999). As all counseling psychology students are quickly taught, the scientific method involves systematic observation and description of phenomena contextualized within a model or theory, the presentation of hypotheses, the execution of tightly controlled experimental study, the use of inferential statistics to test hypotheses, and, finally, the interpretation of the statistical results in light of the original theory (Cacioppo et al., 2004). Relying on the hypothetico–deductive method, positivism focuses on efforts to verify a priori hypotheses that are most often stated in quantitative propositions that can be converted into mathematical formulas expressing functional relationships (Guba & Lincoln, 1994; McGrath & Johnson, 2003). The primary
goal of positivistic inquiry is an explanation that (ultimately) leads to prediction and control of phenomena. Positivism paradigm has more suitable options to conduct a natural science research. Positivists believe that the measurable properties, can be used to describe the reality objectively. The measurable properties are independent of researcher and the instruments being used (Myers, 1997). In this paradigm, theory has been tested based on hypothesis so that predictive understanding of the problem can be improved. A research can be categorised into positivist approach in case there is evidence of formal propositions, quantifiable measures of variables, testing of hypotheses and also inference about a problem can be drawn from the sample to a stated population (Orlikowski & Baroudi, 1991; Ritchie & Lewis, 2003). This research study is to explore the processes of HR strategies and HR practices at an organisation level in order to understand the tacit & implicit knowledge available with the HR managers; it is not possible to develop the hypothesis for testing and also to have a measurable list of variables. Therefore, positivist paradigm is not suitable for this study.

Hermeneutics and phenomenology is the philosophical base of interpretive approach also known as constructivist approach (Myers, 1997). The constructivist (or interpretivist) paradigm can be perceived as an alternative to the “received view” or positivist paradigm. In marked contrast to positivism’s naïve realism (a single objective external reality), constructivism adheres to a relativist position that assumes multiple, apprehendable, and equally valid realities (Schwandt, 1994). Essentially, constructivists hold that reality is constructed in the mind of the individual, rather than it being an externally singular entity (Hansen, 2004). The constructivist position espouses a hermeneutical approach, which maintains that meaning is hidden and must be brought to the surface through deep reflection (see Schwandt, 2000; Sciarra, 1999). This reflection can be stimulated by the interactive researcher–participant dialogue. Thus a distinguishing characteristic of constructivism is the centrality of the interaction between the investigator and the object of investigation. Only through this interaction can deeper meaning be uncovered. The researcher and her or his participants jointly create (co-construct) findings from their interactive dialogue and interpretation. The goals of constructivism–interpretivism are both idiographic and emic. Qualitative research and the seeds of constructivism–interpretivism can be traced back to Kant’s (1881/ 1966) Critique of Pure Reason. According to Hamilton (1994, p. 63), Kant’s position was that “human perception derives not only from evidence of the senses but also from the mental apparatus that serves to organize the incoming sense impressions” and that “human claims about nature cannot be independent of inside-the-head processes of the knowing subject.”
### Figure 3.4 (a)

Comparison between Scientific Paradigms

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Positivist View</th>
<th>Interpretive View</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose</td>
<td>The researcher will predict and explain changes in phenomena of study</td>
<td>The researcher will interview the stakeholders and recognise the value and depth of the individual content</td>
</tr>
<tr>
<td>Beliefs</td>
<td>- One truth exists</td>
<td>- Many truths and realities</td>
</tr>
<tr>
<td></td>
<td>- Must be objective</td>
<td>- Different people have different perceptions, needs and experiences</td>
</tr>
<tr>
<td>Research Methods</td>
<td>Quantitative</td>
<td>Qualitative</td>
</tr>
<tr>
<td>What Study Data is Based Upon</td>
<td>Measurable outcomes from questionnaire data</td>
<td>Descriptive, explanatory and contextual words of interview data</td>
</tr>
<tr>
<td>Study Sample</td>
<td>Clear and precise inclusion and exclusion data</td>
<td>Representatives who are able to provide expertise from different point of view</td>
</tr>
</tbody>
</table>

(Source: Ritchie & Lewis, 2003)

The holistic view of research problem and individual interpretive process for understanding of the problem are the characteristics of hermeneutics researcher. Researchers in this tradition are allowed to be subjective and devoted. Pre-understanding in the hermeneutic perspective is considered as a requirement as this will help the researcher to understand and interpret conditions (Patel & Davidson, 2003). Pre-understanding is an essential concept and also an indispensable prerequisite in the hermeneutic approach because, it gives direction to the research. In hermeneutics theory, interpretation and understanding of situation by studying the human nature, action and language can be carried out in well-structured manner (Bell & Bryman, 2007; Patel & Davidson, 2003).

#### 3.5 Scientific Approach

There are three unique sorts of research methodologies that are being utilized via researchers to relate the current speculations with empirical data. These research methodologies are deductive, inductive, and abductive. All these three research methodologies are clarified in subtle element in the subsequent sections.

The deductive approach begins from the current theories in the specific research zone. These theories are tried with the assistance of hypotheses and the research inquiries defined for the research study. The empirical data are gathered in light of these hypotheses and research addresses in order to do correlation
between existing theories and empirical data. The conclusion is landed through an analytical process. (Gummesson, 2000; Bell & Bryman, 2007).

The inductive approach is in view of empirical realities. In this approach, empirical data gathering is the first step. In light of the empirical data, researcher builds up an idea. Further, the ideas are utilized to structure theories. The contrast in the middle of inductive and deductive approaches is that deductive approach tests the existing theory and inductive approach creates new theory (Gummesson, 2000).

Inductive approach has been utilized as a part of this research study. Empirical data are gathered from Corporate Planning Group, HR Vertical Heads and Business Vertical Heads of the gas utility company through semi-organized meeting in regards to their existing practices in the region of HR strategy in the Organization.

The abductive approach is the iterative process among theoretical system, empirical data and the examination of case. The results of innovative iterative process are orderly mix of matching theory and expansion of theory of past research study (Spens and Kovacs, 2006).

Therefore, new theory improvement is conceivable in this approach. The progressions in abductive approach are advancement of theory through inductive approach, clarification of theory, testing of new theory through contextual investigation. This demands involvement in the range of study therefore, this system can't be connected schematically (Saunders, Lewis, & Thorhill, 2007). The abductive approach is not utilized as a part of this research study subsequent to the new theory improvement is not the point of this study.

Figure 3.5(a) – Three different research approaches (Spens & Kovács, 2006)
3.6 Research Methods

There are many ways to categories research methods in social science research. The major research methods are Quantitative Research Method and Qualitative Research Method. The social world is one reality, but the methodologies associated with quantitative and qualitative research are quite different. Quantitative research allows the researcher to discover patterns, associations, correlations, and other features of a population based on analysis of large numbers of measurements of individuals. Qualitative research usually involves studies of single individuals, based on interviews and observations, with the goal of identifying their internal psychological and behavioral characteristics. Quantitative research is directed at identifying population characteristics, patterns, and associations. Qualitative research is directed at teasing out the mental frameworks and experiences of individuals within specific social and cultural settings. Qualitative researchers are generally not interested in discovering generalizations or regularities, and are more interested in identifying particular features of consciousness, culture, and behavior. Rossman & Rallis (1998) offer eight characteristics of qualitative research and researcher as shown in Figure 3.6 (a).

**Figure 3.6 (a)**

Characteristics of Qualitative Research Methods

<table>
<thead>
<tr>
<th>Research Method</th>
<th>Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qualitative Research</td>
<td>• Naturalistic – takes place in the natural world</td>
</tr>
<tr>
<td></td>
<td>• Uses multiple methods that are interactive and humanistic</td>
</tr>
<tr>
<td></td>
<td>• Is emergent rather than tightly prefigured</td>
</tr>
<tr>
<td></td>
<td>• Is fundamentally interpretive</td>
</tr>
<tr>
<td></td>
<td>• Views social worlds as holistic or seamless</td>
</tr>
<tr>
<td></td>
<td>• Engage in systematic reflection on his own role in the research</td>
</tr>
<tr>
<td></td>
<td>• Is sensitive to his personal biography and how it shapes the study</td>
</tr>
<tr>
<td></td>
<td>• Uses complex reasoning that is multifaceted and iterative</td>
</tr>
</tbody>
</table>

(Source: Rossman & Rallis, 1998)
A comparison of Qualitative and Quantitative approaches is presented in Figure 3.6 (b) based on purpose, research methods, validity, conceptual framework etc. for understanding the qualitative research method.

**Figure 3.6 (b)**
Comparison of qualitative and quantitative elements in design

<table>
<thead>
<tr>
<th></th>
<th>Quantitative</th>
<th>Qualitative</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purpose</strong></td>
<td>• Precise measurement and comparison of variables</td>
<td>• Meaning, Context &amp; Process</td>
</tr>
<tr>
<td></td>
<td>• Establishing relationships between variables</td>
<td>• Discovering unanticipated events, influences, and conditions</td>
</tr>
<tr>
<td></td>
<td>• Inference from sample to population</td>
<td>• Understanding single cases Inductive development of theory</td>
</tr>
<tr>
<td><strong>Conceptual framework</strong></td>
<td>• Variance theories</td>
<td>• Process theories</td>
</tr>
<tr>
<td><strong>Research questions</strong></td>
<td>- Variance questions</td>
<td>• Process questions</td>
</tr>
<tr>
<td></td>
<td>- Truth of proposition</td>
<td>• How and why</td>
</tr>
<tr>
<td></td>
<td>- Presence or absence</td>
<td>• Meaning</td>
</tr>
<tr>
<td></td>
<td>- Degree or amount - Correlation</td>
<td>• Context (holistic)</td>
</tr>
<tr>
<td></td>
<td>• Hypothesis testing</td>
<td>• Hypotheses as part of conceptual framework</td>
</tr>
<tr>
<td></td>
<td>• Causality (factual)</td>
<td>• framework</td>
</tr>
<tr>
<td><strong>Research Methods</strong></td>
<td>• Objectivity / reduction of influence (researcher as extraneous variable)</td>
<td>• Causality (physical)</td>
</tr>
<tr>
<td><strong>Relationship</strong></td>
<td>• Use of influence as tool for understanding (researcher as part of process)</td>
<td></td>
</tr>
<tr>
<td><strong>Sampling</strong></td>
<td>• Probability sampling</td>
<td>• Purposeful sampling</td>
</tr>
<tr>
<td></td>
<td>• Establishing valid comparisons</td>
<td></td>
</tr>
<tr>
<td><strong>Data collection</strong></td>
<td>• Prior development of instruments</td>
<td>• Inductive development of strategies</td>
</tr>
<tr>
<td></td>
<td>• Standardization</td>
<td>• Adapting to particular situation</td>
</tr>
<tr>
<td></td>
<td>• Measurement / testing – quantitative / Categorical</td>
<td>• Collection of textual or visual material</td>
</tr>
<tr>
<td><strong>Data analysis</strong></td>
<td>• Numerical descriptive analysis (statistics, correlation)</td>
<td>• Textual analysis (memos, coding, connecting)</td>
</tr>
<tr>
<td></td>
<td>• Estimation of population variables</td>
<td>• Grounded theory</td>
</tr>
<tr>
<td></td>
<td>• Statistical hypothesis testing</td>
<td>• Narrative approaches</td>
</tr>
<tr>
<td></td>
<td>• Conversion of textual data into number of categories</td>
<td></td>
</tr>
</tbody>
</table>
Validity

<table>
<thead>
<tr>
<th>Internal validity</th>
<th>Generalizability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statistical conclusion validity</td>
<td>External validity (comparability)</td>
</tr>
<tr>
<td>Construct validity</td>
<td>Transferability</td>
</tr>
<tr>
<td>Causal validity (control of extraneous variables)</td>
<td>Generalizing to theory</td>
</tr>
<tr>
<td>Descriptive validity</td>
<td></td>
</tr>
<tr>
<td>Interpretive validity</td>
<td></td>
</tr>
<tr>
<td>Construct validity</td>
<td></td>
</tr>
<tr>
<td>Causal validity (identification and assessment of alternative explanations)</td>
<td></td>
</tr>
</tbody>
</table>

(Source: Maxwell & Loomis, 2003)

For this study Qualitative research method was selected for following reasons using above table as a guide.

- First, the nature of research questions suggests a qualitative approach. These are more of “how” and “what” types rather than “how many” or “how much” or “why” types.

- Second, the aim is to present a detailed understanding of HR strategies and HR practices at an organisation level (in a large gas utility company in India), requiring a focus on HR managers/engineers perspective and their meaning i.e. tacit & implicit knowledge available with the HR managers. Without getting involved, detailed understanding of these HR processes is difficult to understand and describe. Therefore, semi-structured interviews and secondary data were used for data collection. Participant observation has also been used as an additional technique for collecting data in this thesis. This helps to researcher to better understand tacit and implicit aspects of formulation of HR strategies and HR practices existing in the company.

- Third, HR strategy formulation and implementation aspects of this study needs to be studied in natural settings, rather than in controlled experimental settings.

The following are the key characteristics of qualitative research:

- Events can be understood adequately only if they are seen in context. Therefore, a qualitative researcher immerses her/himself in the setting. The contexts of inquiry are not contrived; they are natural. Nothing is predefined or taken for granted.

- Qualitative researchers want those who are studied to speak for themselves, to provide their perspectives in words and other actions. Therefore, qualitative research is an interactive process in which the persons studied teach the researcher about their lives. Qualitative researchers attend to the experience as a whole, not as separate variables. The aim of qualitative research is to understand experience as unified. Qualitative methods are appropriate to the above statements. There is no one general method. For many qualitative researchers, the process entails appraisal about what was studied.
3.7 Research Methodology

In HR function of a Gas Utility Company in India, the tacit and explicit knowledge in the field of best practices in Human Resource Management (HRM) are available with HR Manager of the company. Thus, there is an imperative need to gather an in-depth understanding of this knowledge in formulation of HR strategy and practices in the Gas Utility Company. Therefore, qualitative research method will be suitable method in capturing and reusing tacit and explicit knowledge in the field of best practices in HRM at the Company studied.

3.8 Research Strategy– Case Study

Research design requires a choice of research strategy, a decision to use experimentation, survey methods, archival analysis, histories or case studies. Researcher can opt for a specific kind of qualitative research strategy suitable to the research study as different qualitative research techniques are accessible. Cases of subjective techniques are action research, case study research, and ethnography (Ritchie & Lewis, 2003). Based on the following conditions each method is having advantages and disadvantages: (a) type of research question, (b) Investigator control over actual behavioural events, and (c) focus on contemporary phenomena instead of historical phenomena (Yin, 2003).

The relative usefulness and application of case studies, indeed any type of 'qualitative' research is subject to interpretation. As mentioned earlier, critics of case research such as Miles (1979) suggested that the case study's usefulness is limited to an exploratory phase in a hierarchically arranged research programme. Proponents of wider application of case studies, such as Yin (1981) claim that the use of case studies is only limited by lack of understanding of the types of applications, the types of research questions best addressed (as opposed to other strategies) and the type of case study design. (Subsequent sections will discuss all of these issues). In a HR function of the organisation, the tacit and explicit knowledge available with HR managers & engineers working in the organisation needs to be captured for understanding existing approaches in HR strategies formulation. Therefore, there is a need to gather an in-depth understanding of this knowledge in formulation of HR strategy & practices at an organisation level. Qualitative research method is a suitable method in capturing and reusing such tacit and explicit knowledge in the field of best practices in HR management at the company.

Case studies are only one of many ways of doing social science research, with experimentation, observation, surveys and archival information (as mentioned above) each suited to a certain type of
research problem, degree of experimenter control over events and historical/contemporary perspective and focus. What are case studies? By design, case studies usually take as their principal subject selected examples of a social entity within its normal context. At the simplest level, the case study provides descriptive accounts of one or more cases, yet can also be used in an intellectually rigorous manner to achieve experimental isolation of one or more selected social factors within a real-life context. Robert Yin tried to define a case study, as part of his defense of the method, as an attempt to examine: (a) a contemporary phenomenon in its real life context, especially when; (b) the boundaries between phenomenon and context are not clearly evident. Despite the popular misconception that case studies are limited to qualitative analysis they can use both qualitative and/or quantitative information.

The purpose of this research work is to understand & describe the formulation of HR strategy at an organisation level (large gas utility company). Further, to understand why the particular HR strategy has been chosen and how these formulated strategies are being practiced in the organisation. A case study approach has been selected for this research study because, the definition of the case study method say that “the central tendency among all types of case study, is that it tries to illuminate a decision or set of decisions: why they were taken, how they were implemented, and with what result” (Yin, 2003)

The chosen design & methodology decisions which enclose the methods and techniques employed in designing this research study is summarised in the below shown Figure 3.8.

Case Study Design and data collection strategies are described in the subsequent sections in detail.

Figure 3.8 – Summary of Research Design & Methodology
3.9 Case Study Design

This section describes the design of case studies. First the process of carrying out case studies is described. Then design issues like numbers of cases, unit of analysis, selection criteria for cases are discussed. Figure below describes the case study design taken up in this research.

Figure 3.9 – Case Study Design

- Research Questions
- Literature Review
- Initial Conceptual Constructs/Conceptual Lens
- Case Study Protocol
- Case Study
- Data Analysis (Textual Analysis & Network Diagrams using Atlas -Ti)
- Findings & Recommendations

HR Strategies & HR Practices of a large Gas Utility company
The structure of the case design is to cover all the Business verticals and also the Business Development and Project Development group involved in identifying and venturing into new Business areas.

**Unit of analysis**
1. Corporate

**Level of analysis**
1. Company Level (Corporate)

### 3.9.1 Initial Conceptual Constructs for the study

There are two conceptual constructs for this research: HRM Strategy Fit, and HRM – Intra-functional Fit. Each one of these constructs can be further divided into its sub-constructs and/or the attributes of interest as given under:-

#### 1. Process of Formulation of Business Strategy and HR strategy:

**Sub Constructs:**
- 1.1. Environmental Scan to Identify opportunities and challenges for formulating business strategy.
- 1.2. Inputs from business verticals facilitate formulation of Business strategy
- 1.3. Business Strategy influence HRM activities
- 1.4. The inherent agility of Business Strategy helps in HR strategy formulation

#### 2. HRM Strategy Fit (HSF) – Vertical Fit

**Sub Constructs:**
- 2.1. HRM activities designed to suit business strategy
- 2.2. HR activities consistent with organizational vision
- 2.3. HR inputs considered integral/consistent to business strategy/organizational visions.
- 2.4. Top management take interest and trained in HR issues.
- 2.5. Information is shared between HR and top management.

#### 3. HRM – Intra-functional Fit (HIF) – Horizontal Fit

**Sub Constructs:**
- 3.1. HR strategy clearly spelled out
- 3.2. HR activities linked to long term HR vision.
- 3.3. HR sub-area managers work in co-operation.
- 3.4. HR activities internally consistent.
- 3.5. Information is shared among various sub functions of HR.
4. Factors Affecting FIT

Sub Constructs:

4.1. Organizational Factors: Culture, Structure
4.2. Individual Factors: Leadership and Skill set
4.3. Technology
4.4. HR sub system factors: Policies, Practices and Procedures

3.9.2 Sampling

Theoretical sampling as part of qualitative research has been employed here. For data sample, various interview of the important official holding critical position as to the formulation of Business Strategy and management of HR were considered. The names & contact details of the officers were obtained from the Telephone directory available in the Gail’s Intranet/website. Among the Managers identified, based on the unit of analysis & level of analysis, 08 officers related to HR and strategy development functions were chose and interviews were conducted.
3.10 Data Collection

Inductive system is utilized for examination and understanding of data accumulated in this research, which is "submersion in the subtle elements and indicates of the data to find critical classes, measurements, and interrelationships; investigating really open questions instead of testing hypothetically inferred theories" (Patton, 1990). Subjective data is "point by point, thick description, inquiry in depth, direct quotations catching individuals' personal viewpoints and experiences" (Patton, 1990).

Case studies provide a unique approach of collecting, organizing, and analyzing data together comprehensive, systematic, and in-depth information about each case of interest. The case study method allows people being interviewed to describe experiences in their own language, rather than the researchers’. Case study research involves gathering evidence from a variety of sources documents, archival records, questionnaire, interviews, observations, and physical artifacts (Eisenhardt, 1989, Yin, 2003). Triangulation of data collected from multiple sources allows an in-depth study of a phenomenon from different angles and may increase the validity of the research findings. Data at the gas utility company was collected from three sources: Corporate Planning Group, Vertical Heads and HR Heads, interviews, informal discussions and archival documents. The observations focused on the process elements of context, actors and actions (Pettigrew, 1997). The researcher also noted down the interactions taking place during the course of discussions and interviews at the company whenever possible.

The data was collected from officials of corporate strategic planning group, vertical heads and the HR Managers of GAIL using the case study protocol. A case study protocol is a document that contains the questionnaire (instrument) for data collection as well as the procedures and general rules to be followed in using the protocol. During data collection stage, Construct validity was checked using multiple sources of evidence (document analysis) and reliability has been ensured by using case study protocol (Yin, 2003). A copy of the Data Collection Protocol used for interview is as attached in Appendix II.

The detailed case study protocol was developed before data collection and semi structured interviews with personnel from various departments of the large gas utility company’s were conducted.
Before starting the interview, it was explained to the interviewee that the case study material and the interview data will be used in two ways: one is to find out HR strategy & practices, and its process framework, and the other as ‘published case’ for the conference or the book. A brief introduction was also given the interviewee about this case study research based on the framework given above.

The interview was conducted in three levels to collect the data for the study of HR strategy & practices in the gas utility company. The three levels are as given under.

1) Interview with Corporate Strategic Planning group
   a. Deputy General Manager (Corporate Planning)/Chief Manager (Corporate Planning)

2) Interview with Vertical Heads such BD, E&P, Marketing
   a. Executive Director (Business Development)
   b. Executive Director (Marketing)
   c. Executive Director (Exploration and Production)

3) Interview with HR/HRD Heads
   a. Executive Director (Human Resources and Human Resource Development)
   b. General Manager (Human Resources)
   c. General Manager (Human Resource Development)/Deputy General Manager (Human Resource Development)
   d. Chief Manager (Training)

The above interviews lasted between 30 to 60 minutes. The interviews were recorded and fully transcribed. Typed interview scripts were shown to the interviewees, along with follow-up questions. Figure 3.10 below summarizes the main steps of data collection for all cases.
Main steps in data collection

<table>
<thead>
<tr>
<th>Steps in data collection</th>
<th>SHRM Case Study</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development of Case Study Protocol (CSP), Review and final CSP development</td>
<td>August 2013 to December 2013</td>
</tr>
<tr>
<td>Initial Contact and Arrangements</td>
<td>January, 2014</td>
</tr>
<tr>
<td>Data Collection Interviews</td>
<td>May, 2014 to June, 2014</td>
</tr>
<tr>
<td>Review of case report for internal validity</td>
<td>June, 2014</td>
</tr>
<tr>
<td>Additional data collection</td>
<td>November, 2014</td>
</tr>
<tr>
<td>Total Number of interviews</td>
<td>8</td>
</tr>
</tbody>
</table>

3.11 Data Analysis Strategy

The aim of carrying out a qualitative inquiry is to produce findings through analysis, interpretation and presentation of findings. The main hurdles in data analysis are to “make sense of massive amount of data, reduce the volume of information, identify significant patterns, and construct a framework for communicating the essence of what the data reveals” (Patton, 1990). A modified form of grounded theory approach has been used for analyzing the data in this research as this approach is based on the researcher’s interpretations and description of phenomena based on the actors’ subjective descriptions and interpretations of their experiences in a context (Locke, 2001; Charmaz, 2006).

Data analysis aimed to identify describing (1) To understand the existing HR strategy formulation & practices in a large Gas Utility Services Company in India, (2) To study the vertical fit between HR strategy and Business strategy, (3) To study the Horizontal fit among the various sub functions of HR (4) To study the factors facilitating or hindering the strategic fit (both Vertical and Horizontal)
To develop a process framework for Strategic Management of Human Resources, there were major steps involved in data analysis: within-case analysis. Within-case analysis entailed becoming intimately familiar with each case individually and documenting it thoroughly. Within-case analysis involved organizing the data of specific cases for in-depth study and helped to manage the staggering volume of data (Eisenhardt, 1989). Patterns in qualitative data can be represented as dimensions, categories, classification of schemes, and themes (Patton, 1990). Initial Conceptual lens are used as the basis for categories in case analysis.

Data Analysis is done through Textual Analysis and it is done with the help of Atlas-Ti software; network diagrams are formulated with the necessary quotation and frequency analysis. The data analysis using grounded theory is a highly iterative process involving moving between interview data, existing theory, and observation data (Charmaz, 2006).

Following three steps were used iteratively for conducting data analysis:

1. Open Coding
2. Focused/Selective Coding
3. Identifying patterns of relationship among conceptual categories

The first two steps were used to determine how HR strategy is formulated in a large gas utility company by developing codes, categories and concepts of HR strategy formulation, its alignment and practices being followed in the company.

Details of these activities are as given under:-

**Step I: Open Coding**

At first, input data was selected, categorized and combined to understand main concepts and identify the relevant constructs. Part of the text which are sentences or paragraphs (Strauss and Corbin, 1990) describing (i) HR strategies formulation, (ii) HR practices, (iii) Vertical and Horizontal Fit using open code technique (Strauss and Corbin, 1990; Charmaz, 2006).

Open Coding is a process where ‘the investigator identifies potential themes by pulling together real examples the text’ (Ryan and Bernard, 2000) which implies the codes are discovered from the empirical data. New codes are created as a new evidence (for example issues, themes) emerges from data. The
open coding is used to investigate a new phenomenon, and focus of research is on the emergence of theoretical categories from empirical evidence (Strauss and Corbin, 1990; Charmaz, 2006).

Figure 3.11.1 below illustrates how the open coding was done, based on a statement from an interview. In the example statement the words “drafting the Business strategy”, “periodical exercise”, “periodical review” illustrates the methods of strategy formulation, therefore, in open coding step these were marked as codes.

**Figure 3.11.1**

*Examples of Codes*

“Drafting the Business strategy is a sort of periodical exercise. I have been involved in the last edition of the Business strategy which was drawn to provide a direction to the company to formulate its strategy till 2020, and I was associated with it, and after the Business Strategy was drawn-up there have been periodical reviews and we have gone through and tried to do course correction or addition subtraction or change or revise the goal settings, that has been a periodical exercise which I think we had conducted on a half-yearly basis. Now when the company had decided to draw-up its strategy 2020 plan, a consultant was engaged and we were also engaged with the consultant to visit our respective areas of functioning. In case of business development we have 3 verticals; one is related to globalization, where we look at business opportunities abroad.”

Using the Qualitative Analysis software Atlas-Ti, the coding of interview scripts was done, which facilitated the analysis process be helping with coding, linking codes, and text segments, creating memos, searching, editing and reorganizing, and for visual display of data and findings (Miles and Huberman, 1994; Weitzman, 2000; Creswell, 2007).

List of Open Codes is annexed.
Step II: Focused Coding / Selective Coding

In focused/ selective coding, similar codes, codes with some common attributes were merged to create conceptual categories and abstractions from the empirical data (Strauss and Corbin, 1990). This consolidation of cases made possible the reduction of number of units the researched is working with (Strauss and Corbin, 1990) and clarified the main themes emerging from the data. Codes were grouped into categories using a bottom up approach as shown in the Fig. 3.11.2 given below.

Figure 3.11.2

Codes, Categories, and Concepts

Codes illustrating (i) long-term HR vision, (ii) Strategy Formulation, (iii) HRM strategic function and, (iv) information sharing were discovered from the empirical data during the open coding, were consolidated into broader categories and categories were classified into concepts/themes are the basic units of analysis in grounded theory since these are from conceptualizations of data.

Initial Conceptual Constructs identified related to SHRM from literature served as basis of identifying concepts. Statements illustrating these initial conceptual constructs were coded first. Then these codes were consolidated into categories: each category represented the factors which are related to HR strategy formulation and practices of a large gas utility company. Finally, each category was linked to the categories of Initial Conceptual Constructs. Figure 3.11.3 below shows this categorization and linking process in detail.
Open and focused coding resulted in labeling of all the interview data in codes, categories and concepts.

List of Focused Codes is annexed.

**Step III: Identifying patterns of relationships among conceptual categories**

In this step, an effort was made to identify the underlying relationships between codes, categories and concepts. Here the relationships identified are causal (‘is part of’, ‘is associated of’) and associative in nature. Activities mentioned by interviewees leading to the HR strategy processes were identified by creating appropriate codes in Atlas-Ti software. Figure 3.11.4 below shows how causal relationships were identified from the interpretation of interview statements.
Figure 3.11.4

Casual relationships identified from interview statements

“Drafting the Business strategy is a sort of periodical exercise. I have been involved in the last edition of the Business strategy which was drawn to provide a direction to the company to formulate its strategy till 2020, and I was associated with it, and after the Business Strategy was drawn-up there have been periodical reviews and we have gone through and tried to do course correction or addition subtraction or change or revise the goal settings, that has been a periodical exercise which I think we had conducted on a half-yearly basis. Now when the company had decided to draw-up its strategy 2020 plan, a consultant was engaged and we were also engaged with the consultant to visit our respective areas of functioning. In case of business development we have 3 verticals; one is related to globalization, where we look at business opportunities abroad.”

Figure 3.11.4 shows how casual relationships were identified from the interpretation of interview statements. Accordingly, these codes were linked through Atlas-Ti software by “leads to” and “is cause of” and “is part of” relations as shown in figure.

Abstraction of these codes into categories, and categories into concepts, lead to inheritance of relationships between codes already identified from the data by the categories and codes. Continuing with the above example, code “Drafting the either one strategy” is associated with “periodical exercise”, which in turn is part of “strategy formulation” concept. The casual relationship “leads to” between the codes is inherited in turn by respective categories and codes as shown in figure 3.11.5 below.
"Drafting the Business strategy is a sort of periodical exercise. I have been involved in the last edition of the Business strategy which was drawn to provide a direction to the company to formulate its strategy till 2020, and I was associated with it, and after the Business Strategy was drawn-up there have been periodical reviews and we have gone through and tried to do course correction or addition subtraction or change or revise the goal settings, that has been a periodical exercise which I think we had conducted on a half-yearly basis. Now when the company had decided to draw-up its strategy 2020 plan, a consultant was engaged and we were also engaged with the consultant to visit our respective areas of functioning. In case of business development we have 3 verticals; one is related to globalization, where we look at business opportunities abroad.”
3.12 Quality of research

3.12.1 Construct validity
Construct validity can be defined as establishing correct measures for the concepts being studied, which provides that the selected Concepts are measured correctly (Yin, 2003). The prospective problems of construct validity can be sorted out by data triangulation, when evidence is collected from multiple sources “but aimed at corroborating the same fact or phenomenon” (Yin, 2003), and not “when you have multiple sources that nevertheless address different factors” (Yin, 2003). Gathering evidence from a variety of sources essentially provides “multiple measures of the same phenomenon” (Yin, 2003) and ensures “stronger substantiation of constructs and hypotheses” (Eisenhardt, 1989).

3.12.2 Internal validity
Internal Validity implies “establishing a casual relationship, whereby certain conditions are shown to lead to other conditions, as distinguished from spurious relationships” (Yin, 2003). Two problems associated with internal validity are (1) making interferences (as case study involves inferences, every time event cannot be directly observed), and (2) spurious effects when there are other determinative factors than those identified in the research model. In this research a number of tactics were used to address these problems and improve internal validity. First, theory triangulation, which implies triangulating perspectives on the same data set (Patton, 1990) was applied. During with-in case analysis the same data set was analyzed from difference perspectives such as conceptual and detailed analysis levels. Second, key participants were requested to review and comment on case reports, and their comments were incorporated in the final case reports. To ensure construct validity these two tactics were focused on the understanding and interpretation of the concepts studies, while for internal validity they were focused on the understanding and interpretation of the processes that can be represented as casual relationships between concepts: (a ‘cause’) leads to another concept (an ‘effect’).

3.12.3 External validity
External validity implies “establishing the domain to which a study’s finding can be generalized” (Yin, 2003). Case study relies on analytical generalization (Eisenhardt, 1989, Yin, 2003), not statistical generalization as with experimental hypothesis-testing research. Once the replication is made, the results may be accepted even though further replications have not been performed (Yin, 2003).
3.12.4 Reliability

A reliability test aims to minimize the errors and biases in the study. It refers to “demonstrating that the operations of a study, such as data collection procedures can be repeated, with the same result” (Yin, 2003). This implies that if another researcher follows the same procedures as applied by a previous researcher for conducting the same (and not another) case study, he/she will arrive at the same findings and conclusions (Yin, 2003). In this research a numbers of tactics were used to ensure consistency in applying procedures for data collection and analysis.

3.13 Case Study Protocol Development

First, the case study protocol was used to guide the research process. The protocol is a major tactic in increasing the reliability of case study research and is intended to guide the investigator in carrying out the case study (Yin, 2003). The protocol included instrument (i.e., the interview questions) as well as procedures and general rules that should be followed. This ensured consistency in the areas covered within cases and across cases. Second, to reduce the likelihood of forgetting or misunderstanding the data, and to allow independent data analysis by other researchers, interviews were recorded and transcribed. Third, use of Atlas-Ti software allowed systematic and consistent analysis of qualitative data (Weitzman, 2000) and increased the reliability of research because the procedures can be repeated (Yin, 2003). Fourth, the filed notes taken by the researcher were also transcribed for future reference. The Case Study Protocol is appended in Appendix II. The results of within case analysis are displayed in the form of “Qualitative Associative Networks”, process maps, and conceptually clustered matrix (Miles and Huberman, 1994). Associative networks have nodes linked to each other by association and allows for fuzzy, intuitive and subconscious relations between concepts to be presented visually. These characteristic made these suitable to model HR strategies and HR practices of a large gas utility company visually. In the case analysis of the study, data has been analyzed in order to identify the HR strategy formulation practices of the gas utility company.

The theoretical framework of this study consists of a model of Initial Conceptual Constructs such as Strategic Human Resource, Top Management in HR issues, information sharing, strategy formulation, HR gaps, horizontal and vertical fit, practice of HR strategy in different business verticals etc. This framework will be used as a template for comparing and generalizing the empirical results of the above
case study. The relevant issues concerning formulation of HR strategies & practices relate to Research Questions have been formulated as propositions and they are as given under:-

A. Introduction to the case study and purpose of protocol

A1. Background

Human Resource Management process is continuous in a gas utility company and any change in HR policies and processes cause a huge impact. Although Organization follows various HR strategies, the cost and impact of HR policies and processes was found to be huge in the organization. Therefore, this case study protocol has been prepared to study on this problem i.e., How the HR Managers in a large gas utility company in India formulate the HR strategies for their gas transportation/processing operations and how they practice these formulated HR strategies to maintain motivated employees & operate the process/plant continuously without interruption?

To conduct the above case study, GAIL (India) Limited has been chosen to conduct the study. Approval of conducting this study has also been obtained from the organization.

A2. Purpose of Case Study Protocol

A case study protocol is a document that contains the questionnaire (instrument) for data collection as well as the procedures and general rules to be followed in using the protocol. This purpose of this Case Study Protocol is using case study as research strategy to understand:

How the gas utility company (GAIL India Limited) is planning and executing its HR strategy & practices to ensure its alignment with overall company’s business strategy?

B. Data Collection Procedures

B1. Names of sites to be visited, including contact persons

For the above case study, data collection will be done from the employees of GAIL (India) Limited. The proposed list of employees who will be contacted for interview along with the location & contact details is also prepared.
B2. Data Collection Plan

Data Collection from the employees of GAIL (India) Limited will be done in the calendar year 2014. The data collection will be done by semi-structured interview with an individual employee using the Case Study Protocol.

<table>
<thead>
<tr>
<th>Description</th>
<th>Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interviews for Case Study</td>
<td>May 2014 – July 2014</td>
</tr>
</tbody>
</table>

B3. Expected preparation prior to data collection

1. Intimate the employee regarding interview schedule & get his permission well in time
2. Prepare with interview tool kit such as questionnaire, interview recording format, audio recorder if required etc.

C. Case Interview Guide

This document serves as guideline specifying the type of questions in conducting interview for this case study “How the Managers in large Gas Utility Services Company in India formulate the HR strategy for various Business Verticals and how they practice these formulated strategies?”. The relevant initial conceptual constructs identified from the literature review related to this case study research are mentioned. These constructs will be used for validation purpose during interview. Documentary evidences will be identified during interview & the same will be recorded.

C1. Description of the Case Study entity

C1.1 General

1. Company: GAIL (India) Limited
2. Name:
3. Designation:
4. Location:
5. Experience:
6. Date:
C2. Planning & Execution of HR Strategy & Practices

This section of interview will cover the primary research question of this case study which deals with the planning & execution of HR strategy and practices of GAIL (India) Limited.

C1.2 Responsibilities and their roles relevant to HR strategy formulation at GAIL

C2 Formulation, Planning and execution of HR Strategies and practices:

This section of interview will cover the primary research question of this case study which deals with planning & execution of HR strategy and practices in GAIL (India) Ltd.

C2.1 How a large Gas Utility Services Company in India formulate its HR strategy for different Business Verticals?

C2.2 How these strategies are practiced in different Business Verticals?

C2.3 What are the extents of Horizontal & Vertical fit in different Business Verticals?

C2.4 What are the factors leading to inconsistency or congruence between HR strategy & Business Strategy of different Business Verticals?
1. **Corporate Planning Group:**

   1. How Business strategy is formulated in your company?
   2. How do you describe the role of H.R influencing and formulating the Business strategy?
   3. H.R happens to be integral part of formulating the Business Strategy and you take the input also, what is your feeling about the inherent agility of the Business Strategy that helps in HR Strategic formulation?
   4. How is the interaction being done in between top management and HRM in the organization and what kind of information do you share?
   5. How the HR strategy is formulated in alignment with the Business strategy?
   6. Do you feel that the HR strategy formulated in this company is very much in sync with the vision and mission of the company?
   7. How HR strategies are practiced in different business verticals of this company?
   8. What is the impact of diversification of business in your company on the strategic planning process?
   9. Do you feel there is a gap between business strategy you formulate and HR strategy in its vertical alignment?

2. **Business Vertical Head:**

   **A. ED (E&P)**

   1. How do you feel that the Business strategy is formulated in alignment with your business vertical in the company?
   2. How do you feel, I am talking about your honest feeling about HR and how far it is in sync with mission and vision of the company?
   3. Business is a dynamic in nature; it keeps changing so how do you relate yourself with the change environment with the Business Strategy?
   4. What kind of information you share with the HRM (Human Resource Group) or with the top management?
   5. Tell me your understanding about HR strategies, whether it is aligned with the business strategy, if so, and secondly how it is aligned with your business vertical? So there are two things, HR and its alignment with the business strategy and HR in alignment with your business vertical.
6. But you tell me, (it’s a very consequential question) that how HR strategies are practiced in your business vertical, how this functions for your business vertical? Are you satisfied?

7. Business situation is dynamic, so whenever you decide for a diversification or expanding your horizon, as you said that to overseas operations, how does it impact the HR strategy planning process in particular?

8. What are the factors you feel that leads to inconsistency? Or the factors which bring congruence in the HR strategy planning process?

9. How do you manage the issues related to HR in your vertical?

10. How do you envisage the effects of organizational consequences, the risks, the benefits on the HR planning process in your business verticals?

11. What would be your inputs on such issues even for the project development group? Is it the same?

**B. ED (BD)**

1. How Business strategy is formulated in alignment with business vertical of your company?

2. Whenever you develop strategy for your department, be it for globalization, be it for diversification, be for that matter M&A, do you associate HR as a part and parcel of preparing strategy?

3. What is your feeling, I mean, HR strategy that HR formulates, is in sync with the vision and mission of the company?

4. So you say that you share information with HRM and top management about the requirement and for implementation of the strategy that you have already formulated for your vertical?

5. You need to bring LNG and for which you need to have shipping line also, so do you feel that those requirement have been duly mapped by HR vertically, keeping in view the Business strategy in mind?

6. What is your feeling that HR strategies that are practiced in your business vertical and for other business verticals as well are good enough for organization to remain satisfied or something more is required to be done?

7. So it is very clear that the impact of diversification is influencing the HR strategic planning process and to what extent do you feel it’s correct?
8. Tell me about factors which you envisage that leads to inconsistency or congruence in the HR strategic planning process?

9. How do you manage the issues related to HR to your business vertical, because your business has to go on?

10. HR also involves or needs implementation of the strategic process like recruitment strategy, training and development strategy, are you associated remotely or grossly associated?

11. Tell me how do you envisage the effect of your organizational consequences, risks, benefits and impact (including company culture) on HR planning process in your business vertical?

C. ED (Marketing)

1. That as vertical head and heading the marketing division how do you feel that the Business strategy is formulated in alignment with your business vertical in the company?

2. What is your feeling about HR i.e. how far it is in sync with the mission and vision, as you mentioned, of the company?

3. What are the inputs you consider you should provide to the corporate planning group for formulation of Business Strategy keeping in view the interest of the business verticals?

4. What kind of information do you share with HRM and top management?

5. What is your understanding that the HR strategies are duly aligned with the Business strategy firstly, and secondly how it is aligned vertically with your business vertical?

6. HR strategies are practiced in different verticals of the organization, how it is functioning for your vertical?

7. Business situation is dynamic and so whenever you decide for diversification how does it impact the HR strategic planning process?

8. What are the factors you feel that lead to inconsistency or bring congruence, either way, in the HR strategic planning process?

9. How do you manage the issues related to HR in your business vertical?

10. How do you envisage the effects of your organizational consequences, the risks, benefits and impacts on the HR planning process in your business verticals?

11. Your work culture does it any way impact the HR in the strategic planning process?
3. HR Head:

A. ED (HR&HRD)

1. How do you engage in formulating the Business Strategy because you are the head of HR and HRD?
2. Do you really feel that the HR’s Managers working in this company are viewed as business partners and involved in strategy initiatives?
3. So corporate HR was grossly involved? What are the HR inputs you consider as integral or consisting to Business Strategy or your organizational vision?
4. How HR strategies formulated in alignment to the Business Strategy in your company and how do you envisage the strategic management influence in your HRM activities?
5. What are the extents that are the strategic fit be it horizontal or vertical in different business vertical of your organization and what are the factors facilitating or hindering such a fit?
6. The various sub-functions how do you align them so as to cater the requirement of posting as in putting right people at right place? How various sub-functions are aligned so to make sure right people at right place?
7. How this HR strategy is implemented across the work centers across the business verticals?
8. HR is reasonably involved for purpose of strategy formulation in business and also HR is practiced in various business verticals be it project, be it marketing, be it E&P with reasonable satisfactions of the concerned head of the business verticals?

B. GM (HRD)

1. Do you feel that the corporate HR strategy that you have created for the company is aligned with the business strategy formulated in the 2020 document adequately or not?
2. For each sub-function you create a strategy for yourself for implementation. How do you go about it and how do you align them as they are all inter-related functions?
3. How do you link the different HR activities to long term vision of the company?
4. Can you describe how HR Managers in this company can be taken as business partners or how they are involved in HR strategy formulation, because that will in return help in formulating the business strategy?
5. To what extent do you feel that the corporate HR strategy—a strategic fit between the Corporate HR strategy & Business strategy and similarly, the horizontal fit amongst the various sub functions of the HR including HRD?
6. What are the factors you feel that facilitates this kind of strategic fit or there are factors which hinder in the progress of the strategic fit?
7. Given a choice to you what are the measures you would like to put in place to improve this process of formulating the HR strategy in the existing framework of business?
8. How often you involve line Managers in such decision making process?
9. How do you develop the requisite skill sets for various job positions in your company?
10. How do you manage to bring about co-operation among various Managers of HR?

C. GM (HR)

1. What is your feeling that HR is properly aligned with Business strategy?
2. So, how do you decide to align your sub-functions of HR with the comprehensive HR strategy?
3. How do you formulate it for various sub-functions? How do you go about it?
4. So in a way I would like to know how do you link the HR activities to long term HR vision?
5. How the HR Managers in your company can be taken as the business partners and be involved in HR strategy formulation, which also in turn supporting in formulating the Business strategy?
6. What are the strategies you have developed to develop the HR in the framework in your company?
7. Can you describe how your department contributes in the diversification of business of company on the strategic planning process?
8. To what extent do you feel that the strategic fit with business verticals and also there is friction among various sub-function of HR department not limited to your function but other HR and HRD, what is your opinion ?
9. Can you give few factors which facilitate or factors which is hindering such a fit?
10. But can you describe the few factors which is hindering the process because you know that the short fall of your expectation?
11. How do you manage to bring about operation among various sub area Managers of HR?
12. Do you think that HR is meeting the expectations of various business verticals? Or there is scope for improvement?

D. CM (Trg.)

1. How do you find that the functions of this training department are duly aligned with the HR strategic objective as said by the Corporate Office in alignment with the Business strategy of the company?
2. So, how do you identify? I would like to know the process of identification of the training needs for the training department?
3. Do you feel that your focused program is in sync with the developmental requirements as have been identified in the performance appraisal system?
4. So, is this more of a Managerial kind of Programme?
5. So, how do you implement those developmental needs?
6. How do you ensure that at the end of the program the purpose for which this was designed, organized or conducted is reasonably achieved?
7. training happens to be an integral part of HR functions, it cannot be treated in isolation and how do you find the alignment of training function with other sub-functions of HR like recruitment, promotion etc. as the objective happens to be making voice?