

[This question paper contains 7 printed pages.]

2839

Your Roll No.

M.Com./Sem. III (OC)

F

Paper 7161 – HUMAN RESOURCE DEVELOPMENT

Time : 3 Hours

Maximum Marks : 100

*(Write your Roll No. on the top immediately
on receipt of this question paper.)*

Attempt All questions.

All questions carry equal marks.

1. (a) What are the key activities involved in designing an HRD program? Explain the key considerations while designing and developing computer training programme for managers. (10)
- (b) Discuss coaching and mentoring as an HRD intervention. (10)

OR

- (c) Discuss a method to assess the financial impact of HRD intervention. (10)

P.T.O.

- (d) What is PCMM certification? Briefly explain its levels. (10)
2. (a) What HRD intervention strategies can be used for improving industrial relations in an industrial organisation? (10)
- (b) Write a note on Career Development. (10)

OR

- (c) "Understanding employes' motivation is key determinant of success of HRD efforts". Explain with the help of expectancy and equity theory of motivation. (10)
- (d) Write a note on HRD Climate. (10)
3. (a) If you wish to plan for a year, sow seeds. if you wish to plan for ten years, plant trees; if you wish to plan for life time, develop men." In the light of this saying; discuss the philosophy and importance of HRD. (20)

OR

- (b) "HRD will not be a success in an organization unless the top management of the organization is committed to the philosophy of HRD." Elaborate and critically evaluate the statement. Explain a few hurdles that are likely to be faced by the HRD manager in such cases. (20)

4. Write a note on any two of the following:

(a) HRD Matrix

(b) Human Resource development in Public sector Undertakings

(c) Role of trade unions

(d) Performance Management (10×2)

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

Eureka Forbes Limited (EFL) has unique means of developing its personnel at all levels. EFL is instrumental in developing the technical competence of its people. EFL believes in getting more from people

rather than getting more people for accomplishing tasks. The point that may be noted is that people are working without work role stress. So, the question that arises, how does EFL make this possible? The simple answer is that apart from building technical competence, EFL takes all-round steps to develop those who can undertake any challenge, never fear to accept new tasks, and exhibit positive behaviour towards one another and to any external party who is visiting EFL for any purpose-whether business associates or academicians to study EFL practices.

EFL has tied up with Narsee Monjee Institute of Management Studies (NMIMS) University, Mumbai, for imparting management training to its managers.

Eureka Forbes has established the EFL Academy of Learning to develop the frontline sales people. The academy periodically conducts self-learning programmes utilising the concept of experiential learning. EFL has a leadership development centre (LDC) to impart leadership skills and conduct programmes such as 'seven habits of highly effective people'. LDC uses instruments like the Myer-Briggs type indicator (MBTI), Fundamental Interpersonal

Relations Orientation-Behaviour (FIROB), etc. It also considers these test scores to develop and conduct leadership programme in order to make it more effective and result oriented.

In order to develop the salespersons, EFL recognises their contribution using non-financial motivational tools like

- (a) Exclusive club membership for the top 100 salespersons (Club 100)
- (b) Membership of Silver Circle Club (SCC) for selling 26 units for continuous seven cycles.
- (c) 'Crest of honour' if someone retains the position in SCC for three consecutive years.
- (d) 'Living Legend' for salespersons retaining the position in SSC for five consecutive years
- (e) 'Pioneer Legend' if anyone retains the position in SSC for ten consecutive years

Other motivational tools include the following:

- (a) Three-day special holidays, and the winners can stay in starred hotels with their family

(b) Meeting with Eureka Forbes dignitaries

(c) Observance of a 'fun day' once a month to facilitate knowing one another

EFL believes that success breeds success. In order to encourage the subordinate staff and workers, it display its triumphs and mistakes in the EFL Hall of Friendship (the company archives). In addition to achievements. EFL also displays its failures and the reasons responsible for the failure, along with remedial initiatives. EFL has exhibited the products of all generations in the hall of friendship to let the visitors know, 'where we were and where we are now'.

Eureka Forbes calls its employees 'Eurochamps to inculcate a sense of belonging to the organisation and pay tribute to their champion-like qualities that help all the Eurochamps to

- Develop and perform their roles efficiently through coaching
- Develop leadership through mentoring
- Cope with organization role stress through counselling

Eureka Forbes has SOUL (School of Universal Leadership) at Ahmedabad; Bangalore, Chennai, Cochin, Delhi, Jaipur, and other major cities. Each SOUL conducts induction programmes, on-the-job training, and organises a graduation ceremony for qualified trainees. SOUL also organises LMS (Learning management systems) for its employees from salespersons to senior managers.

Each Eurochamp receives mentoring for ten hours in six months. In the mentoring sessions, the regional head (mentoring) grooms, identifies leadership potential, nurture talents, etc.

Questions:

- (1) How does Eureka Forbes limited initiate all round development of its workforce? Critically evaluate the initiatives. (10)
- (2) Briefly elucidate the efforts of EFL to create a sense of belongingness in the organization. (10)