

This question paper contains 4 printed pages.

2009

Your Roll No.

MHROD / II Sem.

A

Course 621— HUMAN RESOURCE DEVELOPMENT

Time : 3 hours

Maximum Marks : 70

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

Attempt all questions. All questions carry equal marks.

1. (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 with special reference to a large manufacturing organisation. 8

- (b) As HRD manager how would you decide whether to design the HRD program internally or outsource it? Suggest an approach to make this key decision for a FMCG company. 6

OR

- (a) Discuss the role and responsibilities of HRD manager and identify the challenges faced by HRD professionals. 7
- (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. 7
2. (a) Suppose you are the HRD manager for a large electric company. The quarterly report shows a 25 percent decrease in participation in management development programs over the same quarter last year. The number of managers employed by the company has not changed, and the company's profits have remained stable. You already hold these programs in desirable locations off-site (Conference centres) and participating in these programs counts toward the employee's annual performance evaluation. Using your knowledge of motivation theory, suggest three possible reasons that could explain why participation rates are down. If, after investigation, those reasons turned out to be the true causes, what might you be able to do to improve participation rates? 7
- (b) Why needs assessment so often not performed in many organisations? Mention the three level of need analysis? 7

Turn over

OR

- (a) On effectiveness of HR efforts president of a renowned company said "I sat through presentation by HR professionals in which they speak in a rather self adulatory way about the new things that have been introduced in HR. Undoubtedly, all this is good HR stuff. The problem is that HR professionals in these presentations have nothing to say about how the proposed change will affect or help the business". Discuss this in light of various approaches to determine the financial impact of HRD programs. Why aren't evaluation of HRD programme done more frequently? 7
- (b) Discuss the key activities involved in designing an HRD program? Explain the key considerations while designing and developing computer training programme for managers. 7
3. (a) You have been appointed as the HRD manager of a manufacturing company. While taking rounds during your preliminary survey of the manufacturing and assembly sections, you have noticed that every workman is bored and suffers from monotony. Some workmen have divulged to you that they have been doing the same repetitive job for the last ten to twelve years since they joined the company. However, due to the stringent supervision they are achieving the production target. In this light suggest which HRD mechanism do you feel will be appropriate to resolve the workmen's problem? Also mention how HRD for workers are quite different in content and processes than HRD for managerial staff. 8
- (b) Explain the concept and elements of HRD climate. What are the factors contributing to HRD climate? 6

OR

- (a) A talented finance executive (C.A.) has submitted his resignation letter citing reason that there is only basic accounts job and there isn't any finance work. What would you do to retain him? Discuss this in the light of Career Development as HRD mechanism. 7
- (b) How basic assumptions of Industrial relations differ from HRD? Suggest some HRD interventions that can be used to improve industrial relations. 7
4. Attempt any two of the following:
- (i) Balanced Scorecard and Talent Management as emerging trend in HRD 7
- (ii) Linkage between HRD mechanism, processes, outcomes and organisational effectiveness 7
- (iii) Learning pyramid as a guide in the selection of appropriate training methods 7
- (iv) What are the various forms of organising HRD function? Discuss by taking example of any organisation you are familiar with. 7

5. Read carefully the case given below and answer the questions given at the end:

Nest ceramics has been in business for the last 22 years manufacturing and supplying ceramic products such as ceramic tiles, ceramic wall tiles, ceramic floor tiles, ceramic glazed tiles and ceramic sanitary wares. Nest has just hired a new Vice-President of Human Resources, Ms. Prerna Talapatra. The president is advising that Prerna and the Human Resources Department amend the performance review process so that employees are compensated for their performance in helping the company achieve its business goals.

Manas Prakop, Vice-President of Business Services and the Head of Mahesh's department (Mahesh is sales manager at Nest), had circulated the copy of the memo announcing that Nest would be giving facelift to their performance review process. Also, in the memo, according to the new strategic business plan, a performance management system that links job performance and salary is proposed. He also cited that many companies are moving to pay for performance plan. All departmental heads and their managers were given the same news. Since the process was under review, Manas had suggested that this year, department managers conduct their performance reviews with employees, based on the forms and procedures that they had been using for the better part of a decade. Employees are rated on a five-point rating scale from 1 (unacceptable) to 5 (outstanding) across various performance factors (e.g. quantity of work, quality of work, knowledge of the job, co-operation, interpersonal, communication skills, etc.). Department managers are expected to conduct an interview with each employee to discuss the performance, focusing on the strengths and weaknesses of the employee's work performance, areas of improvement and goals for the next year.

Mahesh sent a memo to each employee and a copy of the form, asking them to take some time to think about their job and responsibilities over the last year and fill out the form. He also completed a performance review form for each employee and then arranged a time to meet with them individually to discuss the contents. Following the interview, Mahesh and the employee, both signed the form acknowledging that the review had taken place and had been discussed. He sent the completed forms to Manas. A few days later, Manas called Mahesh to his office.

“Mahesh, I’ve gone through the performance reviews and I noticed that over 90 percent of the employees in your department are given fours or fives on the five point rating scale. We’ve got to get costs out of the system. You can’t tell me that this many people are doing “outstanding” jobs. If this is the case, our sales figures would have looked better. Try to be more objective. I would like to see atleast 30 percent occupy the bottom two categories.”

Mahesh complied with Manas’s wishes. He had redone the performance review forms and tried to be more critical this time. He had discussed the new ratings with each employee. Kalyan Vivash, a Sales Associate in the department for eight years, had been quite upset with the lower ratings he had received for several of the performance factors in the Form. He had signed the form but indicated on it that he disagreed with the review of his performance.

He noticed that Kalyan now barely spoke to him in the office. On more than one occasion, he had overheard him with a customer on the phone and the Kalyan was unusually curt and argumentative. Mahesh knew he had a problem and now seemed like the time is ripe to talk to Prema Talapatra in HR. As she was the one heading the redesign of the company’s performance review process.

Prema assured Kalyan that she would look into the problem and get back to him. She felt a guilty. This was a transition year as the company shifted to a new performance management and compensation systems. She should have worked more with the unit heads and department managers as the performance review were being conducted and the merit increases were determined. But at the same time, neither Mahesh nor the other managers asked for assistance. Now, it appears, there is a problem The president (Srikant Amanaganti) had given strong indications that he was not satisfied with the current merit pay system and HR was to look at alternatives.

Questions:

1. What are the key issues involved in the case? What went wrong in the above case? 4
2. How should performance management process be linked with employee performance? What should be its objectives, besides being linked to the compensation system? 5
3. “Performance Management for any organisation is not just a HR functional process but it is important organisational enabler.” In this light give the suggestions to improve the situation from HRD perspective. 5