

## MANAGEMENT PROGRAMME

Term-End Examination

December, 2011

### MS-22 : HUMAN RESOURCE DEVELOPMENT

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

*Note : (i) There are two Sections A and B.*

*(ii) Attempt any three questions from Section A.*

*All questions carry 20 marks each.*

*(iii) Section B is compulsory for all, and carries 40 marks.*

#### SECTION - A

1. What are the important guidelines for implementing Organisational Development ?  
Discuss the process of Internal self Renewal Facilitator in an organisation.
2. Define Compensation System. Discuss in brief the characteristics which should be rewarded, and explain why ? Cite examples.

3. How do you see the roles of chief knowledge managers and chief learning managers different from that of traditional Head (HRD) at national and international levels ? Discuss critically with suitable example.
4. Define and describe globalisation and global corporations. What makes globalisation work ? Explain with example ?
5. Write short notes on *any three* of the following :
  - (a) Value anchored HRD Processes
  - (b) Need for Competency mapping
  - (c) Reorganisation of work
  - (d) HRD in voluntary organisations.

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## SECTION - B

### 6. Read the following case carefully and answer the questions given at the end.

The eleven workers whose annual increments were stopped made a representation to the management of XYZ Limited that the action taken was not justified and that they wanted to know what was their fault. The management which acted upon the recommendation of the department head concerned, Mr. Rog, felt guilty because such an action was taken for the first time in the history of the company.

XYZ Limited was a large paper manufacturing company in South India. The major departments of the factory were:

1. Chemical processing : The raw material was mixed with certain chemicals for making pulp.
2. Pulp department : Pulp was mixed with other ingredients according to specifications for each order of paper.
3. Paper machine department : This was the heart of the factory where processed pulp was fed into the paper machines. Act first, a wet weak paper was formed which was subsequently dried and rolled.

4. Finishing department : The paper rolls were then moved to the processing department where the required coating was given.
5. Grading, **winding and packing** departments.
6. Quality control department.

Twenty eight workers worked in the paper machine department in four groups-each group attending one machine. The nature of the work on each machine was such that all the seven workers had to work in cooperation. Because no individual tasks could be specified, the group was made responsible for the work turned out by them. All the workers working in the paper machine department had been with the company for over ten years.

The company did not have any incentive wage system for any class of its employees. They were all given straight salaries with normal annual increments.

The annual increments were sanctioned each year in a routine way. It was the policy of the company that the increments should not be stopped unless the department head concerned recommended such an action.

Mr. Rog was placed in charge of the paper machine department a year ago. Though Mr. Rog was a newcomer in the

organisation, he proved himself to be a very competent man. The management noted that he was very aggressive and enthusiastic and that he knew his job well. At the end of the year when increments were due to be sanctioned, he recommended to the management that the increments due to eleven men in his department should be stopped, for, in his opinion they were lazy and inefficient. The eleven men concerned belonged to all the four groups operating in the department.

The management, though puzzled about the action recommended by Mr. Rog, acted upon it and stopped the increments due to the eleven men concerned. The management were aware that such an action was the first of its kind in the history of the company. Most of the employees were with the company for a fairly long period and there was never an instance of strained relations between the management and the employees.

Soon after the action was taken, the eleven employees concerned made a representation to the management requesting them to let them know what was wrong with their work as to warrant stopping of their increments. The

management were in a fix because they did not have specific reasons to give except Mr. Rog's report in which he simply mentioned that the eleven men concerned were "lazy and inefficient."

The management were naturally concerned about the representation and therefore, they tried to ascertain from Mr. Rog the detailed circumstances under which he recommended the stoppage of increments. When Mr. Rog could not pin-point the reasons, the management suspected that Mr. Rog's recommendation was based on his "impressions" rather than on facts. They, therefore, advised Mr. Rog to maintain a register from then on nothing the details of day to day incidents of "lazy and inefficient" workers and obtain the signatures of the workers concerned.

Mr. Rog was to make the final appraisal of each worker in his department on the basis of this register and recommend each case giving specific reasons why increments should be stopped.

Mr. Rog started maintaining a register as suggested by the management; but he found it difficult to report satisfactorily any case of laziness or inefficiency for want of specific reasons.

The management were convinced that their action of stopping increments of eleven men on the strength of Mr. Rog's report was not a proper one. They realised that no similar action in future would be taken based on inadequate information. But, they were wondering whether the suggestion made to Mr. Rog was the proper course of action to prevent occurrence of similar situations.

**Questions :**

- (a) Identify and discuss the core issue in the case.
- (b) Was management of the company justified in implementing the recommendations of Mr. Rog, in the absence of proper report ?
- (c) How would you view the action of Mr. Rog, if you were the M.D. of the company ?

No. of Printed Pages : 7

MS-22

## MANAGEMENT PROGRAMME

Term-End Examination

June, 2012

### MS-22 : HUMAN RESOURCE DEVELOPMENT

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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- Note :** (i) There are *two* Sections A and B.  
(ii) Section A has *five* questions carrying 20 marks.  
Attempt *any three* out of them.  
(iii) Section B is *compulsory*, and carries 40 marks.
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#### SECTION-A

1. Describe the concept of 'Career'. How do people manage job transitions in the context of their concern for the career. Explain with suitable examples.
2. Describe Compensation-cum-Reward System. What are the psychological basis of Rewards? Discuss various steps involved in designing a Reward System. Cite relevant examples.



3. What are operational goals of Organisation Development ? Briefly describe various phases of Organisation Development with relevant examples.
4. What are the objectives of 360 Degree Feedback ? Discuss the pre-requisites for participation in 360 Degree Feedback. Explain with relevant examples.
5. Write short notes on *any three* of the following :
  - (a) Value - anchored HRD processes
  - (b) HRD Audit as an OD Intervention
  - (c) Approaches to Knowledge Management
  - (d) Vertical re-skilling
  - (e) Diversity and power

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## SECTION-B

6. *Read the case and answer the questions given at the end.*

ABC Food Limited, a multinational corporation dealing in consumer food products, started its operations in India from 1965.

Initially, the growth of the company has been very slow, because of the limited market size in India for ready food items. However, during the last three years there has been a boom in the fast food market and many new companies have ventured into the same product line. ABC Food Limited, being an old company operating in India, has distinct advantages vis-a-vis its competitors who are of recent standing. The products of the company have enjoyed very good reputation in the market from the day of its inception. Over a period of time, the company has added many new products which have been successfully accepted by the market. In view of the recent competition offered to its existing product line, the company has launched a number of new products in the last three years. Based on the Market Research Survey conducted by the company regarding acceptance of their new products, the feedback has been excellent. There is ample scope for the company to penetrate into the existing markets as well as expand the size of the existing market by introducing its products

into areas in which the company does not have any marketing set-up till date.

The organisational set-up of the company in India consists of Marketing Director at the corporate level and four Zonal Managers Marketing, each in charge of East, West, North, South zone independently.

The order of promotion in Marketing Department is Management Trainee - Marketing Officer - Branch Manager - Regional Manager- Zonal Manager- Director Marketing.

Mr.Khan joined the company in 1982 as a Management Trainee, Marketing and after completion of two years of rigorous Management Training in all the four zonal offices, he was placed in Bombay Zonal Office as Marketing Officer. Mr.Khan did his MBA in 1982 after graduating in Commerce. He was selected on the basis of Campus Interview by the company. Mr. Khan has been recognized as an outstanding officer based on his previous Performance Appraisal Reports throughout his career with the company by different bosses with whom he had worked during the relevant time.

The company's performance appraisal system has been recently updated and modified with the cooperation and consultation of an outside consultant in the area of Human Resource Development. The thrust of the new performance

appraisal system is on mutual consultation and fixation of target on the basis of joint discussion between the appraisee and the appraiser. Another distinct feature of the new system is that it has two-tier system of assessment, one by the immediate boss under whom the appraisee is working and second by the boss of the reporting officer.

The immediate boss of Mr. Khan is Mr. Singh, who is in the grade of Branch Manager but placed at Zonal Office, Bombay. During the last three years, Mr. Khan and Mr. Singh have been given the assignment of conducting Market Research in various parts of the country with the help of an advertising company. In this connection both have to travel extensively to different parts of the country, being away from their families and permanent place of work at times for even more than 15 days in a month. Mr. Dutt, the Zonal Manager, Marketing incharge of Bombay division since 1985, was transferred on promotion as Zonal Manager from Northern Zone where he was working as Regional Manager. He has been observing the working of Mr. Khan as reviewing officer, being the immediate boss of Mr. Singh. During this period, Mr. Dutt had developed a fancy for Mr. Khan being smart, energetic and dynamic in his approach to work.

He has been talking good about him to Mr. Singh from time to time.

However, during some of the trips to outstation which were jointly undertaken by Mr. Khan and Mr. Singh, Mr. Singh observed that Mr. Khan has started taking his work lightly as he tends to spend more time with clients in informal get-togethers instead of serious business discussions. Moreover, he has developed tendency of overcharging his expenses on such tours to the company. So far, all such expenses were authorized by Mr. Singh for payment to Mr. Khan. Keeping in mind Mr. Khan's excellent performance, Mr. Singh has been avoiding bringing it to Mr. Khan's notice.

Mr. Singh has to fill up the Appraisal Report of Mr. Khan for the calendar year 1988. For the last three years, ever since Mr. Khan started working with Mr. Singh, he has been getting excellent reports from Mr. Singh. In view of the above developments, Mr. Singh has not given an excellent report to Mr. Khan for the Appraisal Year 1988. He has also made certain adverse remarks about his integrity and honesty.

Mr. Khan is due for promotion and the Appraisal Report for 1988 is very important for him because as per the promotion policy of the company, promotions are decided on the basis of the last three years' appraisal reports.

**Questions :**

- (a) Identify and discuss the core issue in the case.
- (b) Was Mr. Singh justified in giving adverse remarks regarding Mr. Khan's integrity and honesty ?
- (c) How would you view the action of Mr. Singh, if you were the M.D. of the company ?
- (d) If you were the M.D. of the company, how do you solve the issue ?



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No. of Printed Pages : 6

MS-22

## MANAGEMENT PROGRAMME

Term-End Examination

December, 2012

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### MS-22 : HUMAN RESOURCE DEVELOPMENT

*Time : 3 hours*

*Maximum Marks : 100*

*(Weightage 70%)*

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*Note : (i) There are two Sections A and B.*

*(ii) Attempt any three questions from section A.*

*All questions carry equal marks.*

*(iii) Section B is compulsory for all, and carries 40 marks.*

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#### SECTION-A

1. Identify the Career issues of 'Professional managers. How do they overcome the problems of Career Development through their individual strategies ? Explain with examples.

2. Describe Performance Management. How are performance and Profit related to each other ? Cite suitable examples.

3. What are the objectives of Cross Functional Teams ? How is building and managing Cross Functional Teams considered as a form of Empowerment ?
4. Define and describe the methodology of HRD Audit. What competencies are needed for a person to become an HRD Auditor ? Explain with relevant examples.
5. Write short notes on *any three* of the following :
  - (a) Three Ss of the Organisation Development
  - (b) Guidelines for conducting OD
  - (c) Characteristics of Profession
  - (d) Effectiveness of 360 Degree Feedback
  - (e) Role of knowledge managers

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## SECTION - B

6. Read the following case carefully and answer the questions given at the end.

Mr. P. Singh is one of the most successful industrialists in India. His management style and his professionalism has been primarily responsible for his fast and phenomenal growth. His headquarters are in New Delhi but his industrial plants and business houses are scattered all over India. Even though some of his subsidiaries have gone public, most of his industries are still under his direct control. He is the chairman of the parent company. He has established some policies and rules which all employees are expected to strictly follow. Some of his directives are :

Dress code. All male employees must come to the office in suits and ties. The suits should be properly pressed and must convey an impression of professional aggressiveness. Females must be dressed in Saris or Salwar/Kameez or other regional dresses, but the colours must be conservative and professional.

Professionalism in offices. Work activity must be the primary priority of all employees. Personal phone calls must be limited to emergencies. No visitors without a definite purpose be allowed on the premises. All social interactions to be

conducted during lunch hour outside the company boundaries.

- Team spirit. No personal conflicts allowed. All employees must work together, help each other and strive together to achieve the organisational goals.
- High salaries. All employees are paid high salaries, much above the prevailing market rate. In return, the employees are expected to be loyal and consider the company as if it is their own.
- High expense accounts. All executives who are expected to travel and entertain potential clients and government officials are given unlimited company expense accounts with freedom to make decisions.
- Decentralization. Even though major policies and policy decisions are made by Mr. Singh himself, employees have the freedom to make on-the-spot decisions when necessary.

Professionalism in the offices is observed so strictly that one day Mr. Singh noticed his own son, who was the general manager of one of his companies, sitting in his office with his feet on the table. He was reprimanded for his behaviour.

One incident specifically speaks about the cultural aspect of his organisation. Ravi Batra is supervisor of one of his plants in Karnal, in Haryana. He is a very bright young man who graduated with an engineering degree from

Punjab University. Ravi's father is a senior inspector with the Government of India and his job is specifically to inspect garments for export to United States. He is stationed in Delhi. He personally inspects the garments of one company owned by Mr. Kohli, who sends all his shipments to his brother in New York. This brother in New York is a very close friend of Mr. Singh, the industrialist.

The senior Batra in Delhi wants his son to be transferred from Karnal to Delhi so he could stay at home. He asks Mr. Kohli to use his brother's influence on Mr. Singh to have his son transferred to Delhi. Mr. Singh was so requested.

Mr. Singh, on visiting his plant in Karnal, asked to see Mr. Ravi Batra. The conversation took *place* as follows :

Mr. Singh : So you want to be transferred to Delhi.

Mr. Batra : Yes, Sir.

Mr. Singh : May I know why, specially when your services are needed here ?

Mr. Batra : I am sorry, sir, but my father wants me to stay at home.

Mr. Singh : But it is not your father who is running this company. Now is my friend in New York, who was approached by your father. They do not know where you are needed. I do.

Mr. Batra : I am really sorry, sir, it will not happen a gain.

Mr. Singh : You better make sure, it does not happen again. This time, I am willing to let it go. But make sure you understand that you are working for a professional organisation. I have not built this company by doing favours to friends. I have built this company by hard work and professional behaviour. Is that clear ?

Mr. Batra : Yes sir,

Mr. Singh : You may go now.

*Questions :*

- (a) Examine the kind of organisational culture that is prevalent in this company.
  - (b) Do you think Ravi Batra himself asked his father to request this transfer specially when he was aware of the company's professional policies ?
  - (c) Was Mr. Singh justified in denying this transfer as well as in showing anger that his policies were not being respected ? What would you do if you were Mr. Singh ? Explain your reasons.
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No. of Printed Pages : 8

MS-22

## MANAGEMENT PROGRAMME

Term-End Examination

June, 2013

### MS-22 : HUMAN RESOURCE DEVELOPMENT

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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- Note :** (i) There are two Sections A and B.  
(ii) Attempt **any three** questions from section A.  
Each question carries 20 marks.  
(iii) Section B is **compulsory** and carries 40 marks.
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#### SECTION-A

1. Define HRD and discuss value-anchored processes of HRD. Explain how do these processes help an organisation in achieving excellence ? Explain with relevant examples.
2. Describe how are reward systems designed in an organisation, and explain the ways in which employees are rewarded in an organisational set up.

3. Define and describe the objectives and advantages of Multisource Feedback and Assessment Feedback System (MAFS). Discuss what are the indicators of an organisation's readiness to participate in MAFS.
4. Explain the concept of knowledge Management. Briefly discuss various approaches to knowledge Management, with relevant examples.
5. Write short on *any three* of the following :
  - (a) Systems Theory and Human Performance
  - (b) Vertical Re-skilling
  - (c) Career Transition and Choices
  - (d) HRD Audit
  - (e) Managing Technological changes in work organisation

## SECTION-B

6. Please read the case and answer the questions given at the end.

Hara Food Products Company, which was founded in 1955 to manufacture grocery and other food products, had in the course of years grown into a vast enterprise having offices and branches in almost all the important cities of the country. Its annual sales amounted to about Rs. 50 to 60 lakhs a year.

The Company's Head Office and factory were situated at Calcutta. Its products were distributed through five zonal sales offices which directed 25 district sales offices throughout the country.

The administrative responsibility of each zonal office was borne by a manager whose duty was to promote sales in his zone. He was advised and instructed by the Head Office from time to time.

Under the control of each Zonal Manager, there were four functional heads, viz., Personnel Manager, Accounts Manager, Sales Manager and Office Manager. These executives advised and assisted the Zonal Manager on various functions relating to the zonal administration. Each functional head enjoyed sufficient freedom and independence in respect of his work.

On matters relating to sales, the Zonal Manager received advice from Sales Manager. The latter often formulated policies, plans and schedules for sales operations and submitted his views on all the matters concerning sales to the Zonal Manager. Many a times, he also issued orders and instructions to the District Sales Managers but all these were routed through the Zonal Manager. Ordinarily all his views and advice were accepted and approved by the Zonal Manager.

The Sales Manager was assisted in his work by three product managers, who were considered to be experts in their respective fields. Their duty was to travel with the sales supervisors of various districts and study the market for the company's products; survey the competitive position of the company's products; study dealer and consumer reactions, trend in sales, etc., and advise the district sales supervisors from time to time regarding the steps to be taken for promoting sales in the districts. Every month each one of them submitted a report on the sales activities of the company to the Sales Manager. The relationship between the Product Manager and the Sales Manager is the same as that between the Zonal Manager and the Sales Manager.

Directly responsible to the Zonal Manager were five District Sales Manager besides the four



functional heads. Each District Sales Manager was responsible for sales in his territory. In promoting the sales of the company, each District Manager was assisted by five sales supervisors besides several salesmen. The duties and functions of the District Sales Manager were to :

- (1) Select, train and supervise his sales supervisors and salesmen in consultation with the Zonal Manager ;
- (2) Make a study of the nature of consumer demand, changing markets existing stocks and formulate sales campaigns and promotional methods ;
- (3) Fix up targets of sales to be attained in his territory from time to time ;
- (4) Formulate credit policies to be followed in consultation with the Zonal Manager ;
- (5) Develop better team work among the sales supervisors and salesmen ;
- (6) See that the customers are satisfied with the company's services ; and
- (7) Do such other functions and duties as might be assigned to him from time to time by the Zonal Manager.

Every month each District Sales Manager submitted a detailed report on the sales activities of the company in his district, to the Zonal Manager. Ordinarily these reports were passed on to the Sales Manager for necessary action to be taken with respect to each district.

On the morning of June 6, 1981, the following conversation took place over phone between Mr. Raju the Sales Manager at the South Zonal Office and Mr. Hari one of the District Managers in the Zone.

*Hari* : "I wish to bring to your notice an important matter that needs your urgent consideration ..... The Product Managers are interfering too much with the sales activities of my district. I receive frequent complaints from the supervisors that they are not able to carry out my instructions due to unnecessary interference from these people. If this state of affairs continues it would be very difficult to maintain our sales. The morale of the supervisors would be seriously affected. I will not be responsible if sales go down this year in our area on this account. You must take some steps to see that the relationship between the line and staff is maintained on good terms."

*Raju* : "Mr. Hari, you need not worry. I shall call the Product Managers and see that they maintain proper relationship with you ....."

Next day Mr. Raju called all the Product Managers and after discussing routine matters, he said, "I was told by Mr. Hari that his sales supervisors are complaining that you are interfering with their activities. Definitely you are all expected to advise them on the steps to be taken

for increasing sales. But at the same time please remember that you have to play only an advisory role. While advising these people you must also see that the line authority is respected ....”

The product Managers did not say anything.

In the subsequent months Mr. Raju did not receive any complaint from the District Office. But in the first week of October, while scrutinising the sales progress reports of the various districts for the previous quarter, the Zonal Manager found an unusual decline in sales in the District which was under the supervision of Mr. Hari.

The Zonal Manager called Mr. Hari and asked him why there was so much decline in sales in his territory while all the other districts showed very good progress.

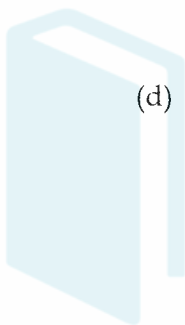
Hari replied “..... during the past three months the Product Managers did not seem to have advised our men properly. In fact, they never cared to advise the supervisors on the recent changes and the latest trends in the market. They seem to be unwilling to co-operate with our men to maintain sales.

When asked about this by the Zonal Manager, one of the Product Managers said, “We used to give advice to this district office also as we usually do with other district offices. On a complaint, seems from Mr. Hari, we had been told by Mr. Raju that we were exceeding our authority

and unnecessarily interfering with the activities in the district. We had been asked to restrain ourselves. The District Manager takes advice directly from the Zonal Sales Manager, We have got nothing to do in this matter ....”

**Questions :**

- (a) What is the core issue in the case ?
- (b) Analyse the causes which led to the problem.
- (c) As a member of the management team, what would you do to solve the problem immediately ?
- (d) Suggest a suitable organisation structure and HRD system for this company so that such problems do not occur in future.



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No. of Printed Pages : 8

MS-22

## MANAGEMENT PROGRAMME

Term-End Examination

December, 2013

### MS-22 : HUMAN RESOURCE DEVELOPMENT

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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- Note :** (i) *There are two Sections A and B.*
- (ii) *Section - A has six questions carrying 15 marks each. Attempt any **four** out of it.*
- (iii) *Section - B is compulsory and carries 40 marks.*
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#### SECTION - A

1. " With global economy and the world becoming a global village , the business enterprises have become extremely cautious of the need for hiring competent human resources and developing core competencies required for the organisation". Elaborate this statement and relate with the underlying concepts and processes, with suitable examples.
2. What is Action Research ? How does it differ from OD ? Discuss the important factors to be considered in the development of internal self renewal facilitators. Cite examples.
3. How can HRD Audit be used as an OD intervention in an organisation ? Briefly describe the significance of HRD score card of a firm.

4. Discuss the means of managing technological changes in work organisation. Briefly describe the factors which facilitate developing the change mind - set. Explain with suitable examples.
5. Write short notes on **any three** of the following :
  - (a) Diversity Management
  - (b) Horizontal Re- skilling
  - (c) Mentoring
  - (d) Role of Trade Unions in HRD
  - (e) Re organisation of work

### SECTION - B

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

Modern Industries Limited (MIL) in Bangalore is an automobile ancillary industry. It has a turnover of Rs. 100 crores. It employs around 4,000 persons.

The company is professionally managed. The Management team is headed by a dynamic Managing Director. He expects performance of high order at every level. It is more so at the Supervisory and Managerial levels. Normally the people of high calibre are selected through open advertisements to meet the personnel requirements at higher levels. However, junior level vacancies are filled up by different types of trainees who undergo training in the company.

The company offers one - year training scheme for fresh engineering graduates. During the first six months of the training, the trainees are exposed to different functional areas which is considered to be the core training for this category of trainees.

By then, the trainees are identified for placement against the available or projected vacancies. Their further training in the next quarter is planned according to individual placement requirements. During the last quarter the training will be on - the - job. The trainee is required to perform , the jobs expected of him after he is placed there.

The company is basically a manufacturing industry. Majority of the technical graduates who are taken as trainees happen to be mechanical engineering graduates. However, depending upon requirements, sometimes one or two graduates of other disciplines are also recruited. The training scheme is broadly structured mainly keeping in mind the training requirements of mechanical engineering graduates. The company has a reasonably good system of manpower planning. The intake of trainees is generally planned on the basis of projected requirements.

Mr. Rakesh Sharma joined the company in the year 1983 after his B.Tech degree in Paint Technology from a reputed institute. He was taken as a trainee against a projected vacancy in the paints application department.

In MIL, the areas of interest for a trainee in Paint Technology are few. Hence, Mr. Sharma's core training was planned for the first three months only. Thereafter , he was put for on - the - job training in the paints application department. He took interest and showed enthusiasm in his work there. The report from the Shop Manager was quite satisfactory.



The performance of the trainee is normally reviewed once at the end of every quarter. The Training Manager personally talked to the trainee about his progress strengths and shortcomings.

At the end of the second quarter, the Training Manager called Mr. Sharma for his performance review. He appreciated his good performance and told him to keep it up. A month later Mr. Sharma met the Training Manager. He requested that his training period be curtailed to seven months only and to absorb him as an Engineer. He argued that he had been performing like a regular employee in the department for the last one quarter. As such, there was no justification for him to be put on training anymore. Further he indicated that by doing so, he could be more effective in the department as a regular engineer. He would also gain seniority as well as some monetary benefits as the trainees were eligible for a stipend only. The regular employees were eligible for education etc, which was a substantial amount as compared to the stipend paid to a trainee.

The Training Manager turned down his request and informed him that it was not a practice of the company to do so. He told him that any good performance or contribution made by the trainees during the training period , would be duly rewarded at the time of placement on completion of one year of training. Further, he told him that it would set a wrong precedence. Quite often some trainees were put on the job much earlier than the normal period of three quarters for several reasons.



Thereafter , Mr. Sharma's behaviour in the department became different. His changed attitude did not receive any attention in the initial period. However, by the end of the third quarter, his behaviour had become erratic and unacceptable. When he was asked by the Department Manager to attend to a particular task, he replied that he was still on training and such tasks shouldn't be assigned to a trainee. According to him those jobs were meant to be attended by full time employees and not by trainees.

The Paint Shop Manager complained to the Training Manager about Mr. Sharma's behaviour and he was summoned by the Training Manager. During the discussions Mr. Sharma complained that while all the remaining trainees were having a comfortable time as trainees, he was the only one who was put to a lot of stress and strain : the department was expecting too much from him. He felt that he should be duly rewarded for such hard work, otherwise it was not appropriate to expect similar work output from him.

The Training Manager tried to convince him again that he shouldn't harp on rewards while he was a trainee , his sole concern should be to learn as much as possible and to improve his abilities. He should have a long term perspective rather than such a narrow - minded approach. He also informed him that his good performance would be taken into account when the right occasion arose. He warned him that he was exhibiting a negative attitude for which he would be viewed seriously. His demand for earlier placement was

illogical and he should forget it as he had already completed eight months and had to wait only for four months. He advised Mr. Sharma that the career of an individual had to be seen on a long-term perspective and that he should not resort to such childish behaviour as it would affect his own career and image in the company.

Mr. Sharma apparently seemed to have been convinced by the assurance given by the Training Manager and remained passive for sometime. However, when the feedback was sought after a month the report stated that he had become more perverted. He was called again for a counselling session and was given two weeks time to show improvement. At the end of those two weeks the Training Manager met the Department Manager, to have a discussion about Mr. Sharma. It was found that there was absolutely no reason for Mr. Sharma to nurture a grievance on poor rewards. It was decided that he be given a warning letter as per the practice of the company and accordingly, he was issued a warning letter.

This further aggravated the situation rather than bringing about any improvement. He felt offended and retaliated by thoroughly disobeying any instruction given to him. This deteriorated the situation more and the relationship between the Manager of the department and the trainee was seriously affected.

In cases of rupture of relationship, normally the practice was to shift the trainee from the department where he was not getting along well so that he would be tried in some other

department where he could have another lease for striking better rapport. But unfortunately , in the case of Mr. Sharma , there was no other department to which he could be transferred, since that was the only department where his specialisation could have been put to proper use. By the time he completed his training he turned out to be one who was not at all acceptable in the department for placement. His behaviour and involvement were lacking. In view of this the Department Manager recommended that he be taken out of that department. When Mr. Sharma was informed about it he was throughly depressed.

One of the primary objectives of the Training Department is to recruit fresh graduates who have good potential and train them to be effective persons, in different departments. They are taken after a rigorous selection process which include a written test, a preliminary and a final interview. During the training period their aptitudes , strengths and weaknesses are identified.

Their placements in departments are decided primarily on the basis of their overall effectiveness there. Here is a case where the person happened to be hard - working in the beginning but turned out to be a failure in the end. The Training Manager was conscious of this serious lapse and was not inclined to recommend his termination. But at the same time it was difficult to retain a person whose track record was not satisfactory. He still felt that a fresh look be given into this case but he was unable to find a way out. He was now faced with the dilemma whether to terminate or not to terminate Mr. Rakesh Sharma.

**Questions :**

- (a) Critically evaluate the effect of overall training function of the organisation on the behaviour of the trainees.
- (b) As a Training manager how would you deal with the problem of MR. Sharma.
- (c) How do you see the handling of trainees by the Paint Shop Manager ?
- (d) What HRD processes would you recommend for Mr. Sharma to put him back on the right track, and why ?



  
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## MANAGEMENT PROGRAMME

### Term-End Examination

June, 2014

04778

### MS-22 : HUMAN RESOURCE DEVELOPMENT

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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**Note :** (i) There are two Sections A and B.

(ii) Attempt any **three** questions from Section - A. All questions carry 20 marks.

(iii) Section - B is **compulsory** and carries 40 marks.

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#### SECTION - A

1. Why should organisations reward their employees ? Explain how are reward systems designed in an organisation ? Briefly describe the ways in which the employees are rewarded in an organisational set up.
2. What are the underlying assumptions of HRD for workers ? Briefly describe the concept and dynamics of cross - functional teams. Cite suitable examples.
3. What is the role of HRD in management of technological changes in an organisation ? Briefly discuss the issues in managing technological changes in work organisation.



4. Define 'HRD Audit'. Briefly describe with examples how can HRD Audit be used as an OD intervention in an organisation.
5. Write short notes on **any three** of the following :
  - (a) Systems theory and human performance
  - (b) Mentoring
  - (c) Horizontal reskilling
  - (d) Cognitive Age
  - (e) HRD in voluntary organisations

### SECTION - B

6. Read the case and answer the questions given at the end.

ABC Food Limited, a multinational corporation dealing in consumer food products, started its operations in India from 1965.

Initially, the growth of the company has been very slow, because of the limited market size in India for ready food items. However, during the last three years there has been a boom in the fast food market and many new companies have ventured into the same product line. ABC Food Limited, being an old company operating in India, has distinct advantages vis - a -vis its competitors who are of recent standing. The products of the company have enjoyed very good reputation in the market from the day of its inception. Over a period of time, the company has added many new products which have been successfully accepted by the market. In view of the recent competition offered to its existing product line, the company has launched a number of new products in the last three years. Based on the Market Research Survey conducted by the company regarding acceptance of their new

products, the feedback has been excellent. There is ample scope for the company to penetrate into the existing markets as well as expand the size of the existing market by introducing its products into areas in which the company does not have any marketing set - up till date.

The organisational set - up of the company in India consists of Marketing Director at the corporate level and four Zonal Managers Marketing, each incharge of East, West, North, South zone independently.

The order of promotion in Marketing Department is Management Trainee - Marketing Officer - Branch Manager - Regional Manager - Zonal Manager - Director Marketing.

Mr. Khan joined the company in 1982 as a Management Trainee, Marketing and after completion of two years of rigorous Management Training in all the four zonal offices, he was placed in Bombay Zonal Office as Marketing Officer, Mr. Khan did his MBA in 1982 after graduating in Commerce. He was selected on the basis of Campus Interview by the company. Mr. Khan has been recognised as an outstanding officer based on his previous Performance Appraisal Reports throughout his career with the company by different bosses with whom he had worked during the relevant time.

The company's performance appraisal system has been recently updated and modified with the cooperation and consultation of an outside consultant in the area of Human Resource Development. The thrust of the new performance appraisal system is on mutual consultation and fixation of target on the basis of joint discussion between the appraisee and the appraiser. Another

distinct feature of the new system is that it has two - tier system of assessment, one by the immediate boss under which the appraisee is working and second by the boss of the reporting officer.

The immediate boss of Mr. Khan is Mr. Singh, who is in the grade of Branch Manager but placed at Zonal Office, Bombay. During the last three years, Mr. Khan and Mr. Singh have been given the assignment of conducting Market Research in various parts of the country with the help of an advertising company. In this connection both have to travel extensively to different parts of the country, being away from their families and permanent place of work at times for even more than 15 days in a month. Mr. Dutt, the Zonal Manager, Marketing incharge of Bombay division since 1985, was transferred on promotion as Zonal Manager from Northern Zone where he was working as Regional Manager. He has been observing the working of Mr. Khan as reviewing officer, being the immediate boss of Mr. Singh. During this period, Mr. Dutt has developed a fancy for Mr. Khan being smart, energetic and dynamic in his approach to work. He has been talking good about him to Mr. Singh from time to time.

However, during some of the trips to outstation which were jointly undertaken by Mr. Khan and Mr. Singh, Mr. Singh observed Mr. Khan has started taking his work lightly as he tends to spend more time with clients in informal get - together instead of serious business discussions. Moreover, he has developed tendency of overcharging his expenses on such tours to the company. So far all such expenses were authorised



by Mr. Singh for payment to Mr. Khan. Keeping in mind Mr. Khan's excellent performance, Mr. Singh has been avoiding bringing it to Mr. Khan's notice.

Mr. Singh has to fill up the Appraisal Report of Mr. Khan for the calendar year 1988. For the last three years, ever since Mr. Khan started working with Mr. Singh, he has been getting excellent reports from Mr. Singh. In view of the above developments, Mr. Singh has not given an excellent report to Mr. Khan for the Appraisal Year 1988. He has also made certain adverse remarks about his integrity and honesty.

Mr. Khan is due for promotion and the Appraisal Report for 1988 is very important for him because as per the promotion policy of the company, promotions are decided on the basis of the last three year's appraisal reports.

**Question :**

- (a) Identify and discuss the core issue in the case.
  - (b) Was Mr. Singh justified in giving adverse remarks regarding Mr. Khan's integrity and honesty ?
  - (c) Critically evaluate the action of Mr. Singh, from a developmental perspectives.
  - (d) If you were the M.D. of the company, how do you approach the issue ?
-

## MANAGEMENT PROGRAMME

Term-End Examination

December, 2014

03278

### MS-22 : HUMAN RESOURCE DEVELOPMENT

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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- Note :** (i) There are *two Sections, A and B.*  
(ii) Attempt *any three* questions from *Section - A.*  
*All questions carry 20 marks.*  
(iii) *Section - B is compulsory and carries 40 marks.*
- 

#### SECTION - A

1. 'With the emergence of global economy and convergence of world into a global village, the business enterprises have become extremely responsive and cautious of the challenges and need for hiring competent human resources and developing case competencies required for the development and sustainability of the organisation'. Elaborate this statement and briefly discuss the underlying assumptions.
2. What is self-renewal system ? Briefly describe the important aspects of development of internal self-renewal facilitators in an organisation. Explain with example.
3. Describe the process of Job Transition and Career Concerns, citing relevant examples.

4. Briefly describe the process of HRD Audit in an organisation. How does it contribute to the developmental process in an organisational setup.
5. Write short notes on **any three** of the following :
  - (a) Technology Change and Reaction Management.
  - (b) Role of Trade Unions in HRD
  - (c) Knowledge Management
  - (d) Competency Mapping
  - (e) Vertical Reskilling

### SECTION - B

6. Read the case and answer the questions given at the end.

The HRD programme was decided to be initiated in ABC Oil Corporation as a totally fresh and uncontaminated idea. To introduce HRD as a fresh idea was in itself an innovative idea, since the Corporation had well-established Human Resources Management policies and practices. Yet, the very idea was mooted as a concept, accepted as a principle, presented to the top management in the company represented by the Directors and got cleared for introduction as a necessary intervention, considering the growth and development plans of the organisation.

To start with, the road-show of the concept comprised a wide campaign to create extensive awareness that Human Resource Development, as an issue, was everybody's baby and that it needs to be properly nurtured and cared for. When the whole objective was explained to critical senior management groups, the concept received wide acceptance. After all, any new idea should be worth looking into !

The top and senior management groups in the Corporation, thus backed and accepted in principle, the process of undertaking a company-wide campaign for the new-look HRD programme. This, no doubt, implied, that the established policies will continue to be operated, but are liable to be tested for validity and modified for deficiency, wherever called for.

The awareness campaign was set in motion with great vigour and gusto. The initial campaign was concentrated on executives at all levels. This pre-supposed two things : top management commitment as a vanguard action and executive involvement as a lead group activity. Within a short time, conferences, seminars, workshops and training programmes were designed, drawn-up and delivered throughout the organisation to cover virtually every executive.

What was missed in the process was the large bulk of non-executives. Though there was a plan to cover the non-executives in the second leg of the campaign, the very fact that initial efforts were going only in the direction of executives created its own rustles and rumbles.

The HRD action groups, who were spearheading and controlling the HRD activities, naturally had to take notice of the message which had come too soon from the non-executive categories of employees. It was, therefore, only natural to recognise that without waiting for the second leg of the campaign, the need was to advance the campaign schedule and initiate the HRD awareness programme for non-executives as well. After all, the milk has to be given gladly to the baby who started crying !

But the process of covering the large mass of non-executive employees was not an easy task. The number as well as the spread at numerous locations throughout the country made the task much more difficult. Yet, it was felt necessary to achieve coverage of maximum number of non-executive employees to a one-day 'HRD awareness programme'. The programme outline was centrally designed but the specific inputs were left to be decided by the divisional and unit functionaries.

The programme design provided for executives as faculty, who would cover small non-executive groups in lecture and discussion sessions on the whole concept of new HRD programme that the Corporation was contemplating. When the executives speak to the non-executives on any projected company programme, needing involvement of non-executives, a pinch of salt is always present ! This was true for the initial awareness programmes organised for non-executives as well. When it became clear that the message was not really going down to the participants, naturally the question arose whether it was worthwhile going ahead with the rest of the programmes covering the large majority of non-executives.

The HRD group stepped in and rolled back their campaign at least temporarily to review whether everything is going to be okay or not. It was the general view that there is a "receptability block" operating in the communication channel between the executive faculty members and the non-executive participants. This has to be overcome if the programme is to give the maximum possible return.

It was one of the ideas to try out the next few programmes with faculty drawn from among the non-executives themselves, rather than the traditional executive faculty. Employees from the non-executive category with excellent communication, comprehension and influencing skills were identified and provided with a briefing as to what exactly is the inherent purpose of the awareness programme.

It was a revelation to find a sea-change in the receptability of participants. Although, the programme input was the same, the difference lay in the fact that earlier the executive faculty used to speak to the non-executive participants, whereas now it was the non-executives themselves functioning as faculty, speaking to their own colleagues in a language perceived as their own. We often tend to forget this and end up reaping a harvest much below our expectation. Therefore, it is worth considering : why settle for a lean harvest when you can afford to have the full harvest ! It is small ideas that often bring big results.

### Questions :

- (a) What is the problem as you see it ?  
Elaborate.
  - (b) List the lessons learnt. What is your recommendation in this situation ?
  - (c) What kind of training programme would you suggest as a part of the campaign for HRD awareness programme for non-executives ?
  - (d) Identify HRD interventions for overall growth of the organisation.
-

## MANAGEMENT PROGRAMME

Term-End Examination

June, 2015

03430

### MS-22 : HUMAN RESOURCE DEVELOPMENT

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

**Note :** (i) Attempt *any three* questions from Section A.

All questions carry 20 marks each.

(ii) Section - B is compulsory and carries 40 marks.

#### SECTION - A

1. Define and discuss the concept and objectives of Coaching and Mentoring. Briefly discuss their applications in organisational context, with suitable examples.
2. What is Organisational Development ? Discuss various dimensions and operational goals of OD, with suitable examples.
3. Define and describe objectives and advantages of Multisource Feedback and Assessment Feedback Systems (MAFS). Discuss what are the indicators of an organisation's readiness to participate in MAFS.
4. Define and describe Diversity and Power. Briefly discuss the cultural, structural, and behavioural influences on Diversity and Power, with examples.

5. Write short notes on **any three** of the following :
- (a) Technology and Work
  - (b) Developing Business Ethics
  - (c) Operationalising HRD for workers
  - (d) Systems Theory of Human Performance
  - (e) Career Development Perspective

## SECTION - B

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What was missed in the process was the large bulk of non-executives. Though there was a plan to cover the non-executives in the second leg of the campaign, the very fact that initial efforts were going only in the direction of executives created its own rustles and rumbles.

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### Questions :

- (a) What is the problem as you see it ?  
Elaborate.
  - (b) What kind of training programme would you suggest as a part of the campaign for HRD awareness programme for non-executives ?
  - (c) Identify HRD interventions for overall growth of the organisation.
-

No. of Printed Pages : 8

MS-22

## MANAGEMENT PROGRAMME

Term-End Examination

December, 2015

### MS-22 : HUMAN RESOURCE DEVELOPMENT

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

**Note :** There are two Sections A and B. Attempt any three questions from Section A. Each question carries 20 marks. Section B is compulsory and carries 40 marks.

#### SECTION - A

1. "With global economy and the world becoming a global village, the business enterprises have become extremely cautious of the need for hiring competent human resources and developing core competencies for every organisation." Elaborate this statement and discuss the underlying concept and process, with example.
2. What is Action Research ? How does it differ from OD ? Discuss the important factors to be considered in development of internal self-renewal facilitators, with suitable examples.
3. How does HRD Audit help development process of an organisation ? Explain the concept and discuss how HRD Audit is conducted in an organisation.

4. How does HRD help managing technological changes ? Discuss the role of HRD in developing the changed mindset. Justify with suitable example.
5. Write short notes on **any three** of the following :
  - (a) 360° Appraisal
  - (b) Mentoring
  - (c) Role of Trade Unions in HRD
  - (d) Career Transition and Choices
  - (e) Horizontal re-skilling

### SECTION - B

6. Read the case given below and answer the questions given at the end.

The National Transport Corporation (hereinafter referred to as NTC), a leading transport organization with a fleet strength of 200 vehicles, is engaged in Parcel Services in South India. The NTC has its headquarters at Madras, and has branches in important locations in Tamil Nadu and other southern states.

Madhavan, a loadman of NTC at Salem, was transferred from Salem to Madura, for long absence from work in the beginning of 1985, though the corporation could have discharged him from service for long absence without permission, for a period of two months. The Branch Manager of Salem, NTC requested the Head of the Human Resources Division to transfer the employee to another location, to enable the employee to correct himself in future. Madhavan was in NTC from the beginning of 1982.

Madhavan reported for duty at Madura, and again after six months of service, started absenting from work as before. The Branch Manager of Madura counselled him several times, but Madhavan did not show any real change in his attitude. A written warning was given to him in October 1985. He again absented himself from duty on 17<sup>th</sup> December, 1985 for ten days, and after joining duty on 15<sup>th</sup> January, he was again absent for 10 days. Disciplinary action followed.

At the departmental enquiry held in February 1986, Mr. Madhavan pleaded that he was suffering from jaundice and that he rushed to his village near Salem for taking Ayurvedic treatment and rest. No medical certificate was produced. He admitted his mistake in not applying for leave, to the enquiry officer and requested for mercy.

Based on the admission of the misconduct, the enquiry officer gave the findings that he was guilty. The Branch Manager, Madura was informed about the findings. He recommended dismissal (for provisions refer to Annexure-A)

The Chief Executive of NTC, the punishing authority, took the decision that the delinquent was not willing to work regularly. He, however, again directed a transfer to Madras, rather than passing an order of dismissal. This was done, once again, to enable the employee to correct himself.

Before issue of orders, Mr. Madhavan approached the Chief Executive of NTC and requested for mercy. He was not in favour of changing the order of transfer. He, however, referred the matter to the Manager of the Human Resources Division for proper disposal.

The Manager HRD, asked Madhavan, the reasons for absence. He asked Mr. Madhavan how a company would tolerate such absenteeism. He was asked why he failed to produce medical certificates, if he was really sick? Was he not given an opportunity twice to correct himself, once by the Branch Manager, Salem and later by the Branch Manager, Madura? Madhavan had no answer to these questions. He, however, requested the Manager to give him one last chance. He had no complaints against the Branch Managers. The management assured support to him if his version was convincing. Madhavan then narrated his family background.

### **Madhavan's Family Background**

He was born to Gundappan and Palaniammal. He had two elder sisters, four elder brothers and another brother younger to him. His sisters and two brothers were living separately after marriage. He got the job as a loadman in NTC in 1982 at Salem, through his brother-in-law, another senior loadman at NTC. Another unmarried brother of his, aged 33 was employed in a hotel and was living separately. He was living with his parents, a disabled brother aged 35 and his younger brother at Kamandapatti (Please refer Annexure-B) till the end of 1984 in the family house. He was the bread winner of the family.

Madhavan was now living at Omalur, with his wife Madhavi aged 22. Madhavi's tale was a tragic one. A native of Taramangalam, 10 kms, from Omalur, her father was in the military, and was now no more.

She was married in 1983 to her father's sister's son Gopal. However, she was ill-treated by both her in-laws and her husband and deprived of her ornaments. Disillusioned, she applied for a divorce and got an alimony of ₹. 2,000. This helped her to establish a small grocery shop at Omalur and settling down with her sister's family.

Here Madhavan developed intimacy with Madhavi much to the dislike of her sister, and another Gunapalan, a person known to Madhavan. Gunapalan wanted to marry Madhavi. But Madhavi had no interest in him. Gunapalan in this background posed serious problems to Madhavi especially after Madhavan's transfer to Madura. Gunapalan was determined to win her hand. He told her twice that she will have to forget Madhavan, or else she will have to blame herself for the consequences. Threats followed.

Madhavan got a letter from Madhavi. She wanted real protection. She had antagonised Gunapalan and could not completely rely on her married sister. They should marry - she wrote to him. Madhavan reached Omalur to see that Madhavi's shop was burgled by unknown persons. There was a rumour in the air that Gunapalan was behind everything.



Madhavan decided to marry Madhavi. He married her from the Madura Temple and later went on a pilgrimage for a fortnight. He, however, did not inform the NTC officials and employees about his marriage. He never applied for leave as well during the marriage on 6<sup>th</sup> January, 1986. What followed was the disciplinary action against Madhavan and his entreaty against transfer.

Madhavan gave a definite undertaking to the Manager that he would be diligent in the work in future and that the management could terminate his services, upon any complaint in future.

The Manager (HRD) contacted the Branch Managers of Madura and Salem and took them into confidence. The family background was fully explained to both the Branch Managers. It transpired that Madhavan had never explained his problems to either of them. Both Managers agreed to abide by the decision of the Manager (HRD) to help the employee concerned. Both promised to counsel Madhavan as well, if he was posted either at Madura or Salem.

The Manager (HRD) taking into account his family background passed an order transferring the employee to Salem.

**Questions :**

- (a) What should be your stand on this issue as the Head of HRD Division of the organisation, viewing the problem in the area of Human Resources Development to correct the employee ?

- (b) Do you think that the employee cannot be corrected as he has absented continuously for long periods while at Salem and Madura and that sympathy shown to him will amount to a premium on indiscipline, adversely affecting the corporate image of the organisation and the employee ?
- (c) Are you of the view that it is possible to correct him by the theory of constructive discipline and if so, how ?
- (d) Are you of the view that if you transfer him to his home town, Salem, Madhavan would prove himself to be a good performer as he will be in a position to discharge his duties as an employee and as a sincere family member ?

#### **Annexure - A**

##### **Provisions in Standing Orders**

Habitual absence without leave or absence without leave for more than 10 days.

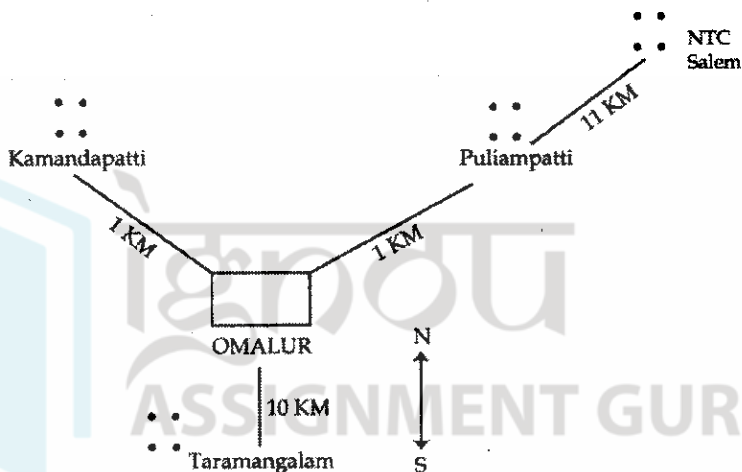
Habitual late attendance.

**Punishment** - An employee who is found guilty of a misconduct may be punished as provided herein, depending upon the gravity of the misconduct committed by the employee.

- (a) Fine, up to 2% of monthly salary
- (b) Warning
- (c) Demotion
- (d) Stoppage of increment
- (e) Suspension for 30 days
- (f) Discharge or dismissal

The management has the right to transfer employees from head office to branches and vice versa for exigencies of service.

**Annexure - B**  
**Location Chart**



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No. of Printed Pages : 4

**MS-022**

## **MANAGEMENT PROGRAMME**

**Term-End Examination**

**December, 2016**

### **MS-022 : HUMAN RESOURCE DEVELOPMENT**

**Time : 3 hours**

**Maximum Marks : 100**

**(Weightage 70%)**

- Note :**
- (i) *There are two Sections A and B.*
  - (ii) *Attempt any three questions from Section A, each question carries 20 marks.*
  - (iii) *Section B is compulsory and carries 40 marks.*

#### **SECTION - A**

1. Describe role set of Government Administration System and briefly discuss a new approach to an integrated HRD System in Government Administration.
2. Identify the international research concerns in HRD and discuss various theories emerging globally in HRD. Cite suitable examples.
3. Briefly discuss the objectives of 360 degree feedback and its advantages for the effectiveness of organisations.
4. Discuss the importance of knowledge Management in organisations and the approaches to deal with it.

5. Write short notes on **any three** of the following :
- (a) Managing Generation of Workers.
  - (b) The Mission-Vision development system.
  - (c) Process of Mentoring.
  - (d) Analysing Human Performance.
  - (e) Competency Mapping.

### SECTION - B

6. Read the case and answer the questions given at the end :

Bharat Engineering Works Limited is a major manufacturer of industrial machinery besides other engineering products. It has enjoyed a considerable market preference for its machinery because of limited competition. Usually there has been more orders than what the company could supply. However, the scenario changed quickly because of the entry of two new competitors in the field with foreign technological collaboration. For the first time, the company faced problems in marketing its products with the usual profit margin. Sensing the likely problem, the Chief Executive appointed Mr. Arvind Kumar as General Manager to direct the operations of the industrial machinery division. Mr. Kumar had a similar assignment abroad before returning to India.

Mr. Kumar had a discussion with the Chief Executive about the nature of the problems being faced by the company so that he could fix his priorities. The Chief Executive advised him to consult various heads of departments to have first-hand information. However, he emphasised that the company lacked an integrated planning system while members of the board of directors insisted on introducing this in several meetings both formally and informally.

After joining as general manager, Mr. Kumar got briefings from the heads of all departments. He asked them to identify the major problems and issues concerning them. The Marketing Manager indicated that in order to achieve higher sales, he needed more sales managers and sales professionals. His main concern was a lack of engineering support to sales and marketing efforts. The company had adequate engineers but they were spread under three separate engineering groups. Sales people had no central organisation which had responsibility to provide sales support. Therefore, some jobs were being done from outside at higher cost with lower quality. Besides, he needed a generous budget for demonstration systems which could be sent on a trial basis to customers to win business.

The Production Manager complained about the old machines and equipment used in manufacturing. Therefore, the cost of production was high but without corresponding quality. While competitors had better equipment and machinery, Bharat Engineering neither replaced its age-old plant nor got it reconditioned. Therefore, to reduce costs, it was essential to automate production lines by installing new equipment.

The Director of Research and Development (R&D) did not have any specific problem and therefore, did not indicate any change. However, a principal scientist in R&D indicated one day that the Director, R&D, though very nice in his approach, did not emphasise on short-term research projects which could easily increase

production efficiency to the extent of at least two per cent within a very short period. Moreover, such projects did not involve any major capital outlay.

Mr. Kumar was convinced about the management process going on in the division and the type of problems being faced.

**Questions :**

- (a) Discuss the nature and characteristics of the management process followed in the company.
- (b) What are the real problems of the Industrial Machinery Division of the company ?
- (c) What steps should be taken by Mr. Kumar to overcome these problems ?

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No. of Printed Pages : 5

**MS-022**

## **MANAGEMENT PROGRAMME**

**Term-End Examination**

**June, 2017**

**00985**

### **MS-022 : HUMAN RESOURCE DEVELOPMENT**

*Time : 3 hours*

*Maximum Marks : 100*

*(Weightage : 70%)*

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- Note :**
- (i) *There are two Sections-A and B.*
  - (ii) *Attempt any three questions from Section-A, each question carries 20 marks.*
  - (iii) *Section-B is compulsory and carries 40 marks.*
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#### **SECTION - A**

1. Briefly describe the concept of Human Resource Development and its system and subsystem.
2. Mention the objectives of Coaching and Mentoring and describe the process of Coaching and Mentoring.
3. Explain the purpose of HRD for workers. Specify the mechanisms which could be implemented in order to have effective HRD for workers.
4. Briefly explain the basic objectives of HRD in Government systems and critically evaluate the current systems of HRD in Government.



5. Write short notes on **any three** of the following :
- (a) Induction Process
  - (b) HRD Audit
  - (c) 360 Degree Feedback
  - (d) Knowledge management
  - (e) Worker's participation in management

### SECTION - B

6. Read the case below and answer the questions given at the end of the case.

The eleven workers whose annual increments were stopped made a representation to the management of XYZ Limited that the action taken was not justified and that they wanted to know what was their fault. The management which acted upon the recommendation of the department head concerned, Mr. Rog felt guilty because such an action was taken for the first time in the history of the company.

XYZ Limited was a large paper manufacturing company in South India. The major departments of the factory were.

- (a) Chemical processing : The raw material was mixed with certain chemicals for making pulp.
- (b) Pulp department : Pulp was mixed with other ingredients according to specifications for each order of paper.
- (c) Paper machine department : This was the heart of the factory where processed pulp was fed into the paper machines. At first, a wet weak paper was formed which was subsequently dried and rolled.



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- (d) Finishing department : The paper rolls were then moved to the processing department where the required coating was given.
- (e) Grading, winding and packing departments.
- (f) Quality control department.

Twenty-eight workers worked in the paper machine department in four groups - each group attending one machine. The nature of the work on each machine was such that all the seven workers had to work in cooperation. Because no individual tasks could be specified, the group was made responsible for the work turned out by them. All the workers working in the paper machine department had been with the company for over ten years.

The company did not have any incentive wage system for any class of its employees. They were all given straight salaries with normal annual increments. The annual increments were sanctioned each year in a routine way. It was the policy of the company that the increments should not be stopped unless the department head concerned recommended such an action.

Mr. Rog was placed in charge of the paper machine department a year ago. Though Mr. Rog was a newcomer in the organisation, he proved himself to be a very competent man. The management noted that he was very aggressive and enthusiastic and that he knew his job well. At the end of the year when increments were due to be sanctioned, he recommended to the management that the increments due to eleven men in his department should be stopped, for, in his opinion they were lazy and inefficient. The

eleven men concerned belonged to all the four groups operating in the department.

The management, though puzzled about the action recommended by Mr. Rog, acted upon it and stopped the increments due to the eleven men concerned. The management were aware that such an action was the first of its kind in the history of the company. Most of the employees were with the company for a fairly long period and there was never an instance of strained relations between the management and the employees.

Soon after the action was taken, the eleven employees concerned made a representation to the management requesting them to let them know what was wrong with their work as to warrant stopping of their increments. The management were in a fix because they did not have specific reasons to give except Mr. Rog's report in which he simply mentioned that the eleven men concerned were "lazy and inefficient".

The management were naturally concerned about the representation and therefore, they tried to ascertain from Mr. Rog the detailed circumstances under which he recommended the stoppage of increments. When Mr. Rog could not pin-point the reasons, the management suspected that Mr. Rog's recommendation was based on his "impressions" rather than on facts. They, therefore, advised Mr. Rog to maintain a register from then on noting the details of day-to-day incidents of "lazy and inefficient" workers and obtain the signatures of the workers concerned. Mr. Rog was to make the final appraisal of each worker in his department on

the basis of this register and recommend each case giving specific reasons why increments should be stopped.

Mr. Rog started maintaining a register as suggested by the management; but he found it difficult to report satisfactorily any case of laziness or inefficiency for want of specific reasons.

The management were convinced that their action of stopping increments of eleven men on the strength of Mr. Rog's report was not a proper one. They realised that no similar action in future would be taken based on inadequate information. But, they were wondering whether the suggestion made to Mr. Rog was the proper course of action to prevent occurrence of similar situations.

**Questions :**

- (i) Identify and discuss the core issues in the case.
- (ii) Was the management of the company justified in implementing the recommendations of Mr. Rog, in the absence of proper report ?
- (iii) How would you view the action of Mr. Rog, if you were the M.D. of the company ?

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No. of Printed Pages : 5

**MS-022**

## **MANAGEMENT PROGRAMME**

### **Term-End Examination**

**December, 2017**

**00643**

### **MS-022 : HUMAN RESOURCE DEVELOPMENT**

*Time : 3 hours*

*Maximum Marks : 100*

*(Weightage 70%)*

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- Note :**
- (i) *There are two Sections-A and B.*
  - (ii) *Attempt any three questions from Section-A, each question carries 20 marks.*
  - (iii) *Section-B is compulsory and carries 40 marks.*
- 

#### **SECTION - A**

1. Briefly describe the formulation of organizational development plan and it's importance.
2. Describe the evolution of Human Resource Development (HRD) in India. Discuss whether HRD in India has obtained the status of a profession.
3. Discuss the theoretical frameworks of HRD as the trend is becoming global in present day content.
4. What is knowledge management ? Briefly describe different approaches to knowledge management and it's relevance in the industry.

5. Write short notes on **any three** of the following :
- (a) Technology and work
  - (b) HRD Audit
  - (c) Performance appraisal
  - (d) Coaching and mentoring
  - (e) Empowerment

### SECTION - B

Read the case given below and answer the questions given at the end.

Sardar Fertilizer Ltd. is engaged in manufacturing urea with the plant capacity of 800 tonnes per day. The total workforce of the plant is around 2,800. The plant has its own workshop to take care of routine maintenance work. The workshop functions in two shifts a day under a shift incharge for each shift who is in the cadre of AEE. The workers have been grouped into two groups, i.e., Relay 'A' and Relay 'B'. The shift routine changes once a week; Sunday being weekly off. Besides the two shifts, there is a group under a Senior AEE attending in general shift hours.

The Relay 'A' consisting of 36 workers, is placed under the charge of Mr. Ajay who is a graduate in Mechanical Engineering. After undergoing training for a period of six months in various divisions of the company, he acquired a thorough knowledge of works to be undertaken by the Workshop and worked as a Relay Supervisor for 3 years. He has been recently promoted to the post of AEE, the shift-in-charge. When he joined the workshop, he found that tasks were done by applying rules of thumb and higher officers had to be satisfied with such a practice.

To improve the working, Mr. Ajay started instructing his workers in various theoretical aspects of welding, machining, etc., which he had studied during his graduation. They all learnt to do things in a better way. Thus, he gained the confidence of workers. As he was able to finish his tasks in time and in a better way than Relay 'B', more work assignments were allotted to his group. A few workers in his group started grumbling and the foreman came and told Mr. Ajay that the "other relay workers don't have much work-load and our workers too don't want to strain much and they are murmuring over getting more work." Mr. Ajay, however, tried to convince the foreman that extra work should be taken as a recognition for better performance and so the workers should do their best. After this, some workers even tried to get transferred to the Relay 'B'.

One morning, Mr. Ajay was making arrangements for the work to be undertaken and giving instructions to his foreman; a worker, Raja came and told him, "Sir, Father of fitter Sanju expired last night and we all want to go and attend the funeral", and added, "it is customary for the workers in workshop to attend such funerals." He further requested Mr. Ajay to arrange a conveyance for the people to go to Sanju's house, which is nearly eight kms from the plant. Since Mr. Ajay joined the company, this was the first such instance occurring and as he had to finish some urgent assignments, he told Mr. Raja, "You all need not go to the funeral. I can, however, permit a few of you as representatives of Relay 'A' to go and offer condolences to Sanju's family." Further, he regretted that he won't be able to make any



arrangeemnts for conveyance. This created a turbulence among the workers and a group of workers stopped the work to press for permission to attend the funeral. The foreman hurried up to Mr. Ajay to explain the situation in the shop floor. On hearing this, Mr. Ajay told his foreman, "I have given you an alternative; I have already told the urgency of work and I am going to allocate the duties. If the work is not done, I may have to take action against the workers."

The group members started discussing among themselves as to what to do next. Mr. Raja said to Mr. Ajay, "You are not considerate and if you are still adamant, we shall prefer half-a-day wage-cut as we must go and attend the funeral. But you have to make arrangements for our conveyance." Mr. Ajay also noted that certain workers, who were usually complaining about the workload and were murmuring, were keenly interested in the matter. He decided to face the situation boldly. He permitted the issue of gate pass to whoever wished to go, still emphasizing that he would not arrange any conveyance. Nearly 25 percent of the workers remained in the plant while others went off to attend the funeral. On that day, Mr. Ajay could finish only a part of the work as planned and he had to explain to his boss about what had happened in his Relay.

The next morning, it was rumoured that only a few of the workers attended the funeral and the others had gone to the cinema hall near the village. Mr. Ajay got irritated by the workers' behaviour and issued memos to those who had received the gate pass the previous day. Some workers got annoyed by this action and approached the Union to intervene. The news soon spread to other division and there was an air of protest throughout the plant.

**Question :**

- (a) What are the weaknesses and strong points of Mr. Ajay as a Manager ?
- (b) Critically examine the stand of Mr. Ajay.
- (c) If you were in place of Mr. Ajay, how would you have dealt with the situation ?
- (d) Considering the situation arising out of Mr. Ajay's action, what should be done to improve human relations in the plant ?



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No. of Printed Pages : 5

MS-022

## MANAGEMENT PROGRAMME

Term-End Examination

June, 2018

02450

### MS-022 : HUMAN RESOURCE DEVELOPMENT

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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Note : (i) There are two Sections : A and B.

(ii) Attempt *any three* questions from Section A; each question carries 20 marks.

(iii) Section B is *compulsory* and carries 40 marks.

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#### SECTION - A

1. How do Human Resource systems help in Managing Diversity ? Illustrate with examples.
2. Briefly describe various theoretical frameworks of HRD and their relevance in the present scenario.
3. Briefly outline the objectives of HRD in Government systems and explain the current systems of HRD in government. What will be your approach to integrate HRD system in Government administration ?
4. Describe HRD audit and its relevance in present context with suitable examples.

5. Write short notes on any three of the following :
- (a) Competency Mapping
  - (b) 360° feedback
  - (c) Knowledge Management
  - (d) Designing Reward system
  - (e) Coaching and mentoring

### SECTION - B

Read the following case carefully and answer the questions given at the end.

Mr. P. Singh is one of the most successful industrialists in India. His management style and his professionalism has been primarily responsible for his fast and phenomenal growth. His headquarters are in New Delhi but his industrial plants and business houses are scattered all over India. Even though some of his subsidiaries have gone public, most of his industries are still under his direct control. He is the chairman of the parent company. He has established some policies and rules which all employees are expected to strictly follow. Some of his directives are :

Dress code : All male employees must come to the office in suits and ties. The suits should be properly pressed and must convey an impression of professional aggressiveness. Females must be dressed in Saris or Salwar/Kameez or other regional dresses, but the colours must be conservative and professional.

Professionalism in offices : Work activity must be the primary priority of all employees. Personal phone calls must be limited to emergencies. No visitors without a definite purpose be allowed on the premises. All social interactions to be conducted during lunch hour outside the company boundaries.

**Team spirit :** No personal conflicts allowed. All employees must work together, help each other and strive together to achieve the organisational goals.

**High salaries :** All employees are paid high salaries, much above the prevailing market rate. In return, the employees are expected to be loyal and consider the company as if it is their own.

**High expense accounts :** All executives who are expected to travel and entertain potential clients and government officials are given unlimited company expense accounts with freedom to make decisions.

**Decentralization :** Even though major policies and policy decisions are made by Mr. Singh himself, employees have the freedom to make on-the-spot decisions when necessary.

Professionalism in the offices is observed so strictly that one day Mr. Singh noticed his own son, who was the general manager of one of his companies, sitting in his office with his feet on the table. He was reprimanded for his behaviour.

One incident specifically speaks about the cultural aspect of his organisation. Ravi Batra is Supervisor of one of his plants in Karnal, in Haryana. He is a very bright young man who graduated with an engineering degree from Punjab University. Ravi's father is a senior inspector with the Government of India and his job is specifically to inspect garments for export to United States. He is stationed in Delhi. He personally inspects the garments of one company owned by Mr. Kohli, who sends all his shipments to his brother in New York. This brother in New York is a very close friend of Mr. Singh, the industrialist.

The senior Batra in Delhi wants his son to be transferred from Karnal to Delhi so he could stay at home. He asks Mr. Kohli to use his brother's influence on Mr. Singh to have his son transferred to Delhi. Mr. Singh was so requested.

Mr. Singh, on visiting his plant in Karnal, asked to see Mr. Ravi Batra. The conversation took *place* as follows :

Mr. Singh : So you want to be transferred to Delhi.

Mr. Batra : Yes, Sir.

Mr. Singh : May I know why, specially when your services are needed here ?

Mr. Batra : I am sorry, sir, but my father wants me to stay at home.

Mr. Singh : But it is not your father who is running this company. Now is my friend in New York, who was approached by your father. They do not know where you are needed. I do.

Mr. Batra : I am really sorry, sir, it will not happen again.

Mr. Singh : You better make sure, it does not happen again. This time, I am willing to let it go. But make sure you understand that you are working for a professional organisation. I have not built this company by doing favours to friends. I have built this company by hard work and professional behaviour. Is that clear ?

Mr. Batra : Yes sir,

Mr. Singh : You may go now.

**Questions :**

- (a) Examine the kind of organisational culture that is prevalent in this company.
- (b) Do you think Ravi Batra himself asked his father to request this transfer specially when he was aware of the company's professional policies ? Discuss the Consequences.
- (c) Was Mr. Singh justified in denying this transfer as well as in showing anger that his policies were not being respected ? What would you do if you were Mr. Singh ? Explain your reasons.



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No. of Printed Pages : 11

**MS-022**

## **MANAGEMENT PROGRAMME**

**Term-End Examination**

**December, 2018**

### **MS-022 : HUMAN RESOURCE DEVELOPMENT**

*Time : 3 hours*

*Maximum Marks : 100*

*(Weightage 70%)*

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- Note : (i) There are two Sections : A and B.*  
*(ii) Attempt any three questions from Section-A.*  
*All questions carry 20 marks each.*  
*(iii) Section-B is compulsory and carries 40 marks.*
- 

#### **SECTION - A**

1. Describe and discuss Value-Anchored HRD Processes with examples.
2. What are the objectives of coaching and mentoring and explain their significance in an organization ? Give examples.
3. Discuss why and when cross-functional teams are required and how to build and manage cross functional teams with relevant examples.
4. Briefly describe and discuss different theoretical frameworks of HRD and their relevance in the present day context.



5. Write short notes on **any three** of the following :
- (a) Competency based management
  - (b) Self-renewal system
  - (c) HRD in government system
  - (d) Knowledge management
  - (e) Developmental role of trade unions

### **SECTION - B**

6. Read the following case and answer the questions given at the end.

#### **EMPLOYEE ENGAGEMENT AT ZEN FERTILIZERS**

Employee engagement has received significant attention in the business community because of correlations between employee engagement and desirable business outcomes such as retention of talent, customer service, individual performance, team performance, business unit productivity, and even enterprise-level financial performance (e.g., Rucci et al, 1998, using data from Sears). How many organizations can actually create an environment of employee's involvement with, commitment to, and satisfaction with work needs an in-depth study.

There are organizations like Zen Fertilizers which has grown horizontally and vertically and has spread its wings through expansion of existing operations as well as diversification in many other

areas not only in India but across the borders. Zen Fertilizers enjoy strong manufacturing and distribution capability. The technical expertise of Zen Fertilizers across levels and its motivated workforce has helped in surpassing the production and sales records year after year. Over the years there has been manifold increase in production capacity through expansion and acquisition. The year 2008-2009 has been a great year of achievement and accomplishment for Zen Fertilizers as it has crossed the landmark sales and transportation of over 12.58 lakh MT of fertilizer. With this, Zen Fertilizers has become the largest marketer of fertilizers not only in India but also globally. Today every third bag of phosphatic fertilizer sold in the country belongs to Zen Fertilizers. Zen Fertilizers has also exhibited an impressive financial performance in all major parameters, namely, revenue growth and resource utilization, testifying to the robustness of its corporate strategy of creating multiple drivers of growth in spite of constraints in the availability of raw material, global economic melt-down and inordinate delays in the receipt of large subsidy amount from the Government of India. The annual turnover of 32,933 crore represent an increase of 170 per cent over the previous year.

Over the years, Zen Fertilizers has enjoyed a reputation for corporate excellence based on a positive belief in people. Zen Fertilizers has fostered an enabling climate characterized by trust, positive thinking, collaboration, team building and proactivity. Their human resource is their greatest strength in transformation. The people philosophy and interventions have been able to nurture excellence in the organization, keeping the employees' expertise updated and finely honed. Continuous raining and development efforts have not only led to the development of a committed and motivated work force but enhanced productivity and quality level which is evident in the record breaking performance of Zen Fertilizers.

The basic people philosophy of Zen Fertilizers is based on the following objectives with a view to create and sustain high level of motivation among the employees, encouraging a sense of belongingness and productive work culture in the organization :

- (a) Creating an ambiance of excellence in every sphere of organizational activities.
- (b) Generating a feeling of confidence, dignity and self-esteem for spurring people to greater endeavors.

- (c) Conferring recognition and rewards, both tangible and non-tangible commensurate with accomplishment of tasks.
- (d) Evolving an organizational milieu, where there is free flow of ideas and openness and authenticity in interpersonal relations.
- (e) Enabling the employee to realize his potential to the maximum extent possible, through sharpening of skills and harnessing of expertise in the right direction to yield optimal results.

At Zen Fertilizers, in their continuous endeavor to synergize professional and personal balance, the need was felt to conduct employee engagement survey to address people related issues and to know the perception of employees towards their organization and also to review the existing HR systems and processes which have been developed over a long period of time so that these can be aligned with the people needs and business imperatives.

The customized engagement model had 8 pillars :

- Organizational Culture
- Employee Development
- Organizational Identity
- Work Relationships
- Work Life Balance
- Enabling Environment
- Job Satisfaction
- Performance and Recognition

An organization's capacity to manage employee engagement is closely related to its ability to achieve high performance levels and superior business results. Only a satisfied employee can become an engaged employee. The engaged employee is one who is actively engaged in his jobs. He works with passion and feels a profound connection to his organization. He helps move the organization forward. He can positively impact the quality of his organization's products. Engaged employees feel a strong emotional bond to the organization. This is associated with the people demonstrating willingness to recommend the organization to others and commit time and effort to help the organization succeed. The high level of engagement suggests that people are motivated by intrinsic factors like personal growth, working to a common purpose, being part of a larger process, rather than simply on extrinsic factors like pay and reward. They show more positive attitudes, including trust, organizational commitment and intrinsic enjoyment of the work. The engaged employee is more productive, more profitable, more customer-focused, safer and less likely to leave his employer. Thus employee engagement is the level of commitment and involvement an employee has towards his organization and its values.

The **Overall Employee Engagement** score at Zen Fertilizers was 87 per cent, indicating that 87 per cent employees are highly engaged. They look forward to coming to work every day, speak positively about the organization, show a desire not only to stay with the organization but also recommend the organization to friends seeking employment. They are willing to contribute extra effort to enhance organizational performance.

The inclusive culture is what keeps the employees highly engaged which in turn gives the organization a competitive edge. A good **organization culture** will create an environment in which the employees will put more efforts into their work, are more trusting and more cooperative which will affect productivity, quality and innovation. 70 per cent of the employees in Zen Fertilizers feel that Zen Fertilizers encourages them to resolve conflicts in a healthy and amicable manner. The employees are treated with respect regardless of the job they perform and innovative and new ideas are valued.

The **Organizational Identity** pillar had the highest score of 90 per cent. On micro analysis, the high score was attributed to the feeling of satisfaction and pride that employees have in working for Zen Fertilizers because they believe the organization is doing high quality work for the farmers, society and nation. Employees feel proud with the image that Zen Fertilizers has earned since its inception. They perceive that Zen Fertilizers is a value driven organization and the senior management is competent to take right decision at the right time.

A person's family life influences his work life. When an employee realizes that the organization is considering his family's benefits also he will have an emotional attachment with the organization which leads to engagement. The factors that influence the engagement level under the **work-life balance** are convenient working hours and an opportunity to the employees to keep proper balance between personal and work life. Around 90 per cent employees of Zen Fertilizers were satisfied with the quality of time they could spend with their family and had a feeling that their jobs allowed them to keep balance between their personal and work life.

As regards **Job Satisfaction**, the engagement levels will be high if an employee feels that his job is important, challenging and his role and responsibilities have been clearly defined and sufficient freedom is given to him so that he can Optimally make use of his knowledge, skills and abilities. It is also necessary that the work assigned to him is suitable to his grade and designation. 86 per cent of employees in Zen Fertilizers felt that they are satisfied with their job. They feel that their work is important for the organization, they also believe that their job makes adequate use of their knowledge, skills and abilities.

Thus Zen Fertilizers as an organization has been successful in seeing to it that the job given to the employee matches his career goals which will make him enjoy his work and he would ultimately be satisfied with his job.

The engagement level fell slightly on **Employee Development** issues. Most employees felt that the frequency of training should be increased. The orientation training given at the time of joining Zen Fertilizers was appreciated by the employees. They also felt that the training has helped them to develop their abilities, learn new skills, acquire new knowledge and realize their potential. Thus the results confirmed that Zen Fertilizers is creating an environment to encourage employees to drive towards innovation or to create better systems for more productive results. High levels of engagement provide employees with opportunities to excel.

On **Work Relationships** front, 79 per cent employees showed high engagement level, only 1 per cent of employees showed discontent and 20 per cent employees evinced moderate level of engagement. High level of engagement was attributed to the feeling of acceptance and faith in the abilities of colleagues and subordinates, respect to the capabilities of superiors, cooperation and team work, fixation of clear targets, honest feedback from superiors, timely guidance from superiors, sharing of knowledge and experience with each other, etc.



Good physical working condition, cooperation and support amongst different departments and sections, transparent transfer policy, consistent and employee-friendly HR policies give boost to the enabling environment in the organization. Only 0.60 per cent employees were found to be disengaged on issues pertaining to **Enabling Environment**. The employees were found to be satisfied with the LTC scheme, probation policy, physical working conditions and access to resources like computers, machinery, stationary and others equipments. They felt that they are provided right tools and equipment to support their skills, experience and talents and perform their jobs at an optimum level.

On account of **performance and recognition**, the performance management system, transparent evaluation process and linkage of promotion to performance, identification and reprimand to the non-performers will give fillip to the engagement level. The engagement level was 73 per cent in Zen Fertilizers on the pillar of performance and recognition. The best medical, group insurance, leaves and benefits, conveyance advance, housing facility/HRA Scheme also contribute in lifting the engagement level.

1. What is the significance of the various parameters selected for employee engagement ? Which are the other parameters which may be equally important ?
  2. What should be the HR plan of Zen Fertilizers based on the findings ? Discuss the challenges and opportunities Zen Fertilizers can face in the future.
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No. of Printed Pages : 5

**MS-022**

## **MANAGEMENT PROGRAMME**

### **Term-End Examination**

**June, 2019**

03212

### **MS-022 : HUMAN RESOURCE DEVELOPMENT**

*Time : 3 hours*

*Maximum Marks : 100*

*(Weightage : 70%)*

**Note :**

- (i) **There are two sections — A and B.**
- (ii) **Attempt any three questions from Section A, each question carries 20 marks.**
- (iii) **Section B is compulsory and carries 40 marks.**

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### **SECTION A**

1. Explain the concept of career. Describe the individual and organizational strategies for career development, with suitable examples.
2. What are the objectives of compensation-cum-reward system ? Briefly discuss the components required to assess an individual before rewarding. Give an example.

3. Discuss the important factors to be considered in the development of internal self-renewal facilitators, with suitable examples.
4. Explain the concept and discuss how HRD Audit is conducted in an organization. Cite examples.
5. Write short notes on any *three* of the following :
  - (a) 360° Appraisal
  - (b) Role of Trade Unions in HRD
  - (c) HRD in Government Systems
  - (d) Managing Generations of Workers
  - (e) The Coaching Process

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## SECTION B

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

Microelectronics, a California-based electronics defense contractor, has enjoyed a smooth growth curve over the past five years, primarily because of favourable defense funding during the Reagan administration's build-up of US military defenses. Microelectronics has had numerous contracts to design and develop guidance and radar systems for military weaponry.

Although the favourable funding cycle has enabled Microelectronics to grow at a steady rate, the company is finding it increasingly difficult to keep its really good engineers. Based on extensive turnover analyses conducted by Ned Jackson, the human resources planning manager, Microelectronics' problem seems to be its inability to keep engineers beyond the "critical" five year point. Apparently, the probability of turnover drops dramatically after five years of service. Ned's conclusion is that Microelectronics has been essentially serving as an industry college. Their staffing strategy has

always been to hire the best and brightest engineers from the best engineering schools in the United States.

Ned believes that these engineers often get lost in the shuffle at the time they join the firm. For example, most (if not all) of the new hires must work on non-classified projects until cleared by security to join a designated major project. Security clearance usually takes anywhere from six to ten months. In the meantime the major project has started, and these young engineers frequently miss out on its design phase, considered the most creative and challenging segment of the programme. Because of the nature of project work, new engineers often have difficulty learning the organizational culture — such as who to ask when you have a problem, what the general dos and don'ts are, and why the organization does things in a certain way.

After heading a task force of human resource professionals within Microelectronics, Ned has been designated to present to top management a proposal designed to reduce turnover among young engineering recruits. The essence of his plan is to create a mentor program, except that

in this plan the mentors will not be the seasoned graybeards of Microelectronics, but rather those engineers in the critical three-to-five-year service window, the period of highest turnover. These engineers will be paired with new engineering recruits before the recruits actually report to Microelectronics for work.

According to the task force, the programme is two fold : (1) it benefits the newcomer by easing the transition into the company, and (2) it helps the three-to-five-year service engineers by enabling them to serve an important role for the company. By performing the mentor role, these engineers will become more committed and hence less likely to leave. As Ned prepared his fifteen-minute presentation for top management, he wondered if he had adequately anticipated the possible objections to the programme in order to make an intelligent defence of it. Only time would tell.

**Question :**

- (a) Identify core HR issues, in the study.
- (b) As an HR Manager, how would you have managed the proposal of Mr. Ned Jackson for reducing turnover ?

No. of Printed Pages : 7

MS-022

## MANAGEMENT PROGRAMME

### Term-End Examination

02323

December, 2019

### MS-022 : HUMAN RESOURCE DEVELOPMENT

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

**Note :**

- (i) There are **two** sections — A and B.
- (ii) Attempt any **three** questions from Section A, each question carries 20 marks.
- (iii) Section B is **compulsory** and carries 40 marks.

### SECTION A

1. Define HRD. Explain the value-anchored HRD process carried out by organisations. 20
2. Discuss the circumstances and purpose for which cross-functional teams are formed in an organisational set-up. Explain with examples. 20



3. How does HRD help in managing technological changes ? 20
4. Briefly discuss the issues and challenges faced by young professionals in relation to their career development. 20
5. Write short notes on any **three** of the following : 20
- (a) Objectives of Coaching and Mentoring
  - (b) Systems Theory of Human Performance
  - (c) HRD in Voluntary Organisations
  - (d) Global Corporations
  - (e) Managing Diversity

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## SECTION B

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

40

In the machine age, control was of utmost importance. Executives used a set of rigid control devices. They focused on comprehensive reporting systems and never-ending review meetings. They were allergic to sudden developments in work settings. They were capable of controlling all the resources needed for corporate success. Attempts were made to precisely specify boundaries of different business units to eliminate the interdependence of resources across the portfolio. Critical inputs were controlled through backward integration.

In the new age, boundaries of control have disappeared. It is not possible to control what is now critical for corporate success (that is, competitors' intentions, emerging market needs, etc.) Executives have no longer any control over other factors such as emerging crises and opportunities. At the most, what they can do is to utilise over-the-horizon radar system and build flexibility in everything they do. They have eventually lost their ability to control 'things' for

varied reasons. On the one hand, there are factors as speed and unpredictability of 'things' taking place around them. On the other hand, the resources that are critical for corporate survival and growth are beyond their direct control. Network has replaced hierarchy. There is no compulsion for enhanced dependence on suppliers. Attempts must be made to look for suitable alliance partners to share risk in R&D investment. There is an urgent need to find ways to encash emerging opportunities across the business unit. Today's executives are required to exert influence rather than control.

A reputed multinational food processing unit, with an annual turnover of ₹ 30 crore, set up an apple juice concentrate plant in a remote and backward area in Kashmir. The area was very close to the 'apple belt' and the company was being supplied pre-falls and culls at a cheap rate. The plant, being of a seasonal nature, was operational for a maximum of four months in a year. Consequently, there was a heavy pressure on the production personnel to produce the maximum during that period. The company was equipped with a well-organised control department to ensure that the product conformed

to the highest quality standards. The quality control and production departments were headed by a qualified and experienced food technologist, Mr. Sudhir, who was assisted by a team of well-qualified and experienced production foremen and quality control chemists. Mr. Sudhir reports to the factory manager, Mr. Goyal, who apart from being a mechanical engineer from IIT, had a management degree from the U.K.

The chemists working in the quality control department were very strict and possessed a fair degree of integrity. They would reject truckloads of apples of inferior quality. The apple purchase department personnel, who reported to Mr. Goyal directly often protested to the factory manager that the rejection was unwarranted on the plea of non-availability of good quality prefalls.

However, such protests were more due to lack of 'quality consciousness' among the apple purchase personnel. As a result, while the plant was able to produce concentrates of high quality, the quantity produced was not even half the planned target. The concentrate was exported to America where it found acceptance in the face of stiff quality competition.

During the second season, Mr. Sudhir was transferred to another plant and the production department was put under the engineer in charge, Mr. Koul, who was an engineering graduate without any experience of production. The quality control department was now put under Mr. Goyal directly. Further, a fresh management trainee, Mr. Raju, (an engineering graduate from IIT), was recruited and asked to look after the apple purchase department. Both Mr. Koul and Mr. Raju were young and 'over-enthusiastic'. They were given targets to be achieved and were clearly told that quality should be given top priority.

To begin with, Mr. Goyal decided to commence production early in the season against the advice of quality control personnel. Because of the high acidity of the apples in the early part of the season, the concentrate produced was sub-standard.

Subsequently, the suggestions given by quality control personnel were either neglected or not implemented by Mr. Goyal on the plea that the production target had to be realised at any cost. Thus, even low-grade apples were accepted and crushed.

This lack of quality consciousness on the part of Mr. Goyal demoralised the quality control chemists and they started losing interest in their jobs. Both Mr. Koul and Mr. Raju achieved the targets, which exceeded the planned targets. Once again, the concentrate was exported to America despite the fact that the laboratory had certified its low quality. Not surprisingly, the concentrate was rejected in that country. The management took a serious view of the situation and Mr. Goyal was finally transferred and demoted.

**Questions :**

- (a) Highlight the main issues in the case.
- (b) What was expected from Mr. Goyal as the factory manager ? Critically evaluate.

No. of Printed Pages : 8

**MS-22**

**MANAGEMENT PROGRAMME (MP)**

**Term-End Examination**

**June, 2020**

**MS-22 : HUMAN RESOURCE DEVELOPMENT**

*Time : 3 Hours*

*Maximum Marks : 100*

*(Weightage : 70%)*

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**Note :** (i) *There are two Sections A and B.*

(ii) *Attempt any three questions from Section A, each question carrying 20 marks.*

(iii) *Section B is compulsory and carries 40 marks.*

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**Section—A**

1. Explain the concept of career system and discuss career development perspective. Briefly describe different strategies for career development. Cite relevant examples. 20
2. Explain the concept and objectives of coaching and mentoring. Briefly discuss the process of mentoring with suitable examples. 20

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3. Define organizational development. Briefly discuss the operational goals and conditions for organizational development success. Cite relevant examples. 20
4. What is Ethnocentrism ? Discuss the linkage between diversity, power and mentorship in organization. Explain with suitable examples. 20
5. Write short notes on any *three* of the following : 20
- (a) Systems theory and human performance
  - (b) Competency based organizational development
  - (c) O. D. interventions
  - (d) Role of Trade Unions in HRD
  - (e) Knowledge management

### Section-B

6. Read the following case carefully and answer the questions given at the end : 40

The eleven workers whose annual increments were stopped made a representation to the



management of RMX Limited that the action taken was not justified and that they wanted to know what was their fault. The management which acted upon the recommendation of the department head concerned, Mr. Raj, felt guilty because such an action was taken for the first time in the history of the company.

RMX Limited was a large paper manufacturing company in South India. The major departments of the factory were :

1. Chemical processing : the raw material was mixed with certain chemicals for making pulp.
2. Pulp department : Pulp was mixed with other ingredients according to specifications for each order of paper.
3. Paper machine department : This was the heart of the factory where processed pulp was fed into the paper machines. Act first, a wet weak paper was formed which was subsequently dried and rolled.

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4. Finishing department : The paper rolls were then moved to the processing department where the required coating was given.
5. Grading, winding and packing departments.
6. Quality control department.

Twenty eight workers worked in the paper machine department in four group—each group attending one machine. The nature of the work on each machine was such that all the seven workers had to work in cooperation. Because no individual tasks could be specified, the group was made responsible for the work turned out by them. All the workers working in the paper machine department had been with the company for over ten years.

The company did not have any incentive wage system for any class of its employees. They were all given straight salaries with normal annual increments. The annual increments were sanctioned each year in a routine way. It

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was the policy of the company that the increments should not be stopped unless the department head concerned recommended such an action.

Mr. Raj was placed in charge of the paper machine department a year ago. Though Mr. Raj was a newcomer in the organization, he proved himself to be a very competent man. The management noted that he was very aggressive and enthusiastic and that he know his job well. At the end of the year when increments were due to be sanctioned, he recommended to the management that the increments due to eleven men in his department should be stopped, for, in his opinion they were lazy and inefficient. The eleven men concerned belonged to all the four groups operating in the department.

The management, though puzzled about the action recommended by Mr. Raj acted upon it and stopped the increments due to the eleven men concerned. The management were aware that such an action was the first of its kind in

P. T. O.

the history of the company. Most of the employees were with the company for a fairly long period and there was never an instance of strained relations between the management and the employees.

Soon after the action was taken, the eleven employees concerned made a representation to the management requesting them to let them know what was wrong with their work as to warrant stopping of their increments. The management were in a fix because they did not have specific reasons to give except Mr. Raj's report in which he simply mentioned that the eleven men concerned were "lazy and inefficient."

The management were naturally concerned about the representation and therefore, they tried to ascertain from Mr. Raj the detailed circumstances under which he recommended the stoppage of increments. When Mr. Raj could not pin-point the reasons, the management suspected that Mr. Raj's recommendation was

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based on his 'impressions' rather than on facts. They, therefore, advised Mr. Raj to maintain a register from then on noting the details of day to day incidents of "lazy and inefficient" workers and obtain the signatures of the workers concerned. Mr. Raj was to make the final appraisal of each worker in his department on the basis of this register and recommend each case giving specific reasons why increments should be stopped.

Mr. Raj started maintaining a register as suggested by the management; but he found it difficult to report satisfactorily any case of laziness or inefficiency for want of specific reasons.

The management were convinced that their action of stopping increments of eleven men on the strength of Mr. Raj's report was not a proper one. They realized that no similar action in future would be taken based on inadequate information. But, they were wondering whether the suggestion made to Mr. Raj was the proper

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course of action to prevent occurrence of similar situations.

**Questions :**

- (a) Identify and discuss the core issue in the case.
- (b) Was management of the company justified in implementing the recommendations of Mr. Raj, in the absence of proper report ?
- (c) How would you view the action of Mr. Raj, if you were the M. D. of the company ?
- (d) Do you think the reward system instituted by the company needs to be reviewed ?  
Substantiate your answer with logic.

No. of Printed Pages : 8

**MS-22**

**MANAGEMENT PROGRAMME (MP)**

**Term-End Examination**

**December, 2020**

**MS-22 : HUMAN RESOURCE DEVELOPMENT**

*Time : 3 Hours*

*Maximum Marks : 100*

*(Weightage : 70%)*

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**Note :** (i) *There are two Sections A and B.*

(ii) *Attempt any **three** questions from Section A. All questions carry equal marks.*

(iii) *Section B is compulsory and carries 40 marks.*

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**Section—A**

1. What is Competency ? Why do organisations need competency mapping ? Briefly discuss the steps followed in competency mapping. Explain with suitable examples. 20

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2. Briefly explain the concept of performance management. Enumerating major methods, and movements, discuss benchmarking as a method of increasing organisational performance. Explain with suitable examples.

20

3. Define and differentiate between Profession and Occupation. Briefly explain the characteristics of profession with relevant examples.

20

4. Define Globalisation and Global Corporations. Briefly discuss the benefits of being global in an organisational set up, and the elements which help making globalisation work. Explain with examples.

20

5. Write short notes on any **three** of the following :

20

- (a) Cognitive Age
- (b) The three “Ss” of the organisational development
- (c) Internal self-renewal facilitators
- (d) Designing Reward System
- (e) Knowledge management in organisations



### Section—B

6. Read the following case carefully and answer the questions given at the end : 40

ABC Food Limited, a multinational corporation dealing in consumer food products, started its operations in India from 1965.

Initially, the growth of the company has been very slow, because of the limited market size in India for ready food items. However, during the last three years there has been a boom in the fast food market and many new companies have ventured into the same product line. ABC Food Limited, being an old company operating in India, has distinct advantages vis-a-vis its competitors who are of recent standing. The products of the company have enjoyed very good reputation in the market from the day of its inception. Over a period of time, the company has added many new products which have been successfully accepted by the market. In view of the recent competition offered to its existing product line, the company has

launched a number of new products in the last three years. Based on the Market Research Survey conducted by the company regarding acceptance of their new products, the feedback has been excellent. There is ample scope for the company to penetrate into the existing markets as well as expand the size of the existing market by introducing its products into areas in which the company does not have any marketing set-up till date.

The organisational set-up of the company in India consists of Marketing Director at the corporate level and four Zonal Managers—Marketing, each incharge of East, West, North, South zone independently.

The order of promotion in Marketing Department is Management Trainee—Marketing Officer—Branch Manager—Regional Manager— Zonal Manager—Director Marketing.

Mr. Khan joined the company in 1982 as a Management Trainee, Marketing and after

completion of two years of rigorous Management Training in all the four zonal offices, he was placed in Bombay Zonal Office as Marketing Officer. Mr. Khan did his MBA in 1982 after graduating in Commerce. He was selected on the basis of Campus Interview by the company. Mr. Khan has been recognised as an outstanding officer based on his previous Performance Appraisal Reports throughout his career with the company by different bosses with whom he had worked during the relevant time.

The company's performance appraisal system has been recently updated and modified with the cooperation and consultation of an outside consultant in the area of Human Resource Development. The thrust of the new performance appraisal system is on mutual consultation and fixation of target on the basis of joint discussion between the appraisee and the appraiser. Another distinct feature of the new system is that it has two-tier system of

assessment, one by the immediate boss under which the appraisee is working and second by the boss of the reporting officer.

The immediate boss of Mr. Khan is Mr. Singh, who is in the grade of Branch Manager but placed at Zonal Office, Bombay. During the last three years, Mr. Khan and Mr. Singh have been given the assignment of conducting Market Research in various parts of the country with the help of an advertising company. In this connection both have to travel extensively to different parts of the country, being away from their families and permanent place of work at times for even more than 15 days in a month. Mr. Dutt, the Zonal Manager, Marketing incharge of Bombay division since 1985, was transferred on promotion as Zonal Manager from Northern Zone where he was working as Regional Manager. He has been observing the working of Mr. Khan as reviewing officer, being the immediate boss of Mr. Singh. During this period, Mr. Dutt has developed a fancy for Mr.

Khan being smart, energetic and dynamic in his approach to work, He has been talking good about him to Mr. Singh from time to time.

However, during some of the trips to outstation which were jointly undertaken by Mr. Khan and Mr. Singh, Mr. Singh observed that Mr. Khan has started taking his work lightly as he tends to spend more time with clients in informal get-togethers instead of serious business discussions. Moreover, he has developed tendency of overcharging his expenses on such tours to the company. So far, all such expenses were authorised by Mr. Singh for payment to Mr. Khan. Keeping in mind Mr. Khan's excellent performance, Mr. Singh has been avoiding bringing it to Mr. Khan's notice.

Mr. Singh has to fill up the Appraisal Report of Mr. Khan for the calendar year 1988. For the last three years, ever since Mr. Khan started working with Mr. Singh, he has been getting excellent reports from Mr. Singh. In view of the above developments, Mr. Singh has not given

an excellent report to Mr. Khan for the Appraisal Year 1988. He has also made certain adverse remarks about his integrity and honesty.

Mr. Khan is due for promotion and the Appraisal Report for 1988 is very important for him because as per the promotion policy of the company, promotions are decided on the basis of the last three years' appraisal reports.

*Questions :*

- (a) Identify and discuss the core issue in the case. 10
- (b) Was Mr. Singh justified in giving adverse remarks regarding Mr. Khan's integrity and honesty ? 10
- (c) How would you view the action of Mr. Singh, if you were the M. D. of the company ? 10
- (d) If you were the M.D. of the company, how do you solve the issue ? 10