

**SVKM's NMIMS**  
**School of Distance Learning**

Programme: DBM/PGDBM/DHRM/PGDHRM

Academic Year: 2011-2012

Semester II

Subject: Human Resource Development

Marks: 70

Time: 3.00 p.m to 6.00 p.m

Date: 28.12.2011

Course old

**Instructions:** Candidates should read carefully the instructions printed on the question paper and on the cover of the Answer Book, which is provided for their use.

**NB:**

- 1) Answer to each new question to be started on a fresh page.
- 2) Figures in brackets indicate full marks

**Q1) Write short notes on : (any two)**

**(Marks : 10)**

- a) Relationship Between HRM and HRD
- b) Task culture
- c) Action Research
- d) Potential appraisal
- e) Generation Y (Generation Nexters)

**Q2) Attempt any 2 out of 4**

**(Marks : 10)**

- a) Is it possible to manage and change performance ? Elaborate.
- b) What are the objectives of mentoring?
- c) "It is not the strongest nor most intelligent of the species that survive : it is the one most adaptable to change" – Discuss.
- d) How are Performance Management Systems different from Appraisal Systems ?

**Q3) Attempt any 3 out of 5**

**(Marks : 30)**

- a) Elaborate on steps involved in bringing change in the mindset in an organization.
- b) Elaborate on the rationale for Cross Functional Teams (CFTs). Discuss measures to build and manage CFTs
- c) How can an organization prepare itself for implementing 360 degree feedback. What are the pros and cons of 360 degree feedback ?
- d) Explain the significance of HR Audit. Discuss the methodology of HR Audit.

- e) What do you understand by the term 'competency'. Explain the competency mapping process.

**Q4) CASE STUDY :**

**(Marks : 20)**

Ajay Chopra enjoyed sales. After his graduation he joined Bijlee Enterprises, a Rs. 1000 crore Fast Moving Consumer Goods (FMCG) company as a Sales Executive. His early experiences were almost always challenging and rewarding. Ajay attended part time certification courses and an MBA program and worked his way through a series of low level positions in his region. He was repeatedly told by his manager that his work was good.

Ajay worked hard and developed a deep attachment to the company in general, and his sales territory (Northern region in India) in particular. After three years, however, Ajay found he was not learning anything new. Ajay is also not sure how of his future career path and prospects at Bijlee Enterprises. Turnover - a rampant problem in the organization also meant that he had to often double up for his peers who had quit the organization. He was now thus given responsibility of the Western region of India in addition to his present responsibilities. This additional role was not backed by any increase in compensation or level / rank in the organization.

Ajay was not the only unhappy person at his organization. His immediate supervisor, Rajeev Shukla, complained that because of the organization's economy drive, vacated sales executive positions were left unfilled. Hence Rajeev was responsible for day-to-day customer service. As a result, he was unable to perform the duties of his own job. Eventually Rajeev left the organization, earning a similar salary to that he had been receiving at Bijlee.

Ajay was demotivated overall and also losing enthusiasm. He is contemplating looking for another job, though he still is very fond of Bijlee Enterprises and fondly remembers his early days at the organization.

**Questions (attempt all these 3 questions) :**

Respond to all questions from a career planning and career management perspective.

- a). What do you think are the reasons for the state of affairs that ultimately are leading to Ajay contemplating his resignation ? (7)
- b). Suggest different strategies for career development at Bijlee Enterprises. (7)
- c). Assume you have joined Bijlee Enterprises as HR Manager and have befriended Ajay. You have sensed that Ajay is on the verge of leaving this organization in spite of his strong emotional ties with the company. What are the immediate steps you will take to remedy the situation. (6)

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