

48

**SVKM'S NMIMS UNIVERSITY  
SCHOOL OF DISTANCE LEARNING**

**Subject: Human Resource Development**

**Date:** 31.12.2009

DHRM/ PGDHRM/DBM/ PGDBM  
SEM - II

**Marks: 100**

**Time : 3 hrs ( 3 pm to 6 pm )**

**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 three)**

**Marks : 15**

- a) Knowledge management
- b) 360 degree feedback
- c) Relationship between HRD and HRM
- d) Role of HR in sustainable competitive advantage.
- e) HR's role in performance management

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

**Marks : 10/10**

- a) Explain the term 'career'. Describe different strategies for career development at your organization.
- b) What do you understand by the term 'reward and recognition' Why do organizations focus on reward and recognition strategies.
- c) Explain the significance of an HR audit ? Describe the HR audit process.
- d) Describe different steps involved in bringing about change in employees mindsets in an organization.

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

**Marks : 45**

- a) Highlight the significance of coaching and mentoring in employee development. Describe the coaching process.
- b) What do you understand by the term 'performance management' ? Is it possible to manage and change the performance of employees ? Elaborate.
- c) Explain the term 'competency'. Elaborate on the steps in competency mapping with appropriate examples.
- d) What do you understand by the term 'diversity'. Discuss strategies for managing workforce diversity in an organization.
- e) What is 'Organization Development' ? Explain the four stage process to be followed during Organization Development.

**Q4) CASE STUDY : Answer in detail**

**Marks : 30**

Adarsh Limited is in the retail business with a turnover of 1000 crores, employee strength being 5000. The company is 5 years old and is amongst the top 3 profit making companies in the retail sector. Sunil Mehta has joined as HR Manager and is in the process of putting systems and processes in place. Sunil has 3 HR executives as part of his team. The HR team, with shortage of manpower is always struggling with basic operational issues.

The following has been observed at Adarsh Limited :

- Training manuals are non-existent and most profiles have outdated job descriptions.
- There is no formal induction process within the organization. The training of new employees is mostly done by the out-going employee during the one or two week overlap period. This training period is often insufficient and new employees learn by a 'trial and error' method, leading to excessive wastages both in time and monetary terms. Owing to the high attrition, most departments have new, untrained staff and are always behind schedule on deadlines and target achievement.
- Most employees have not been through even a single day of training in a financial year. The concept of training is almost non-existent at Adarsh Limited. Employees consider training as a 'benefit' extended only to a select few senior management personnel in the organization.

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

- a) As per your analysis what do you think are the main causes for the problems at Adarsh Limited ?
- b) Suggest a training process that may be adopted at Adarsh Limited.
- c) What measures will you take to change the attitude of employees at Adarsh Limited towards training

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