

SVKM's NMIMS University  
School of Distance Learning

Human Resource Development

Date: 20.12.2007  
Time: 11.00 to 2.00

Marks: 100

**Instructions:**

**Question No. 1 is compulsory.** From the remaining 8 questions, **answer any 4.** Attempt total **5 questions.**

Question No.1 is a case study, which should be read carefully before answering the questions that follow. A few assumptions about the case situation are permitted, subject to a clear mention of these while answering the questions. Do not change or revise any facts given in the case. Answer the case questions briefly.

Question No. 2 to 9 are all subjective questions. Attempt **any 4** out of these 8 questions by demonstrating conceptual clarity and giving practical examples from work life. Answer the questions briefly and to the point, and avoid vague and unclear language.

Figures to the right indicate maximum marks for a given question.

**1) Read the following case study and answer the questions that follow: (20)**

**Case Study**

Bharat Pumps and Tubes Ltd. is a manufacturer of pumps and other agriculture related machines and tools. The company has a largely rural customer-base. Most of the marketing staff is spread in its offices across the central and the western Indian region. However its core finance/accounts team is based at its head office in New Delhi. The HR department has been entrusted with the responsibility of designing a performance appraisal system for the finance personnel. The HR department can seek the assistance of the line-managers to help them with this responsibility. The immediate task is to prepare the performance appraisal system for the Assistant Finance managers and the Finance managers. The company is open to the idea of using both subjective and objective methods of appraisal. So far the company has used conventional methods of performance appraisal, but the current CEO welcomes contemporary approaches. Generally in the company, the immediate superiors appraise their subordinates with any supplementary information being made available from other sources, if need be. The company regards the appraisal, which is conducted on a half-yearly basis, as an important indicator of performance. All key decisions pertaining to employee promotions, demotions, transfers, etc. are based on the performance appraisal reports.

### Case Questions

i) If you were the HR manager of Bharat Pumps and Tubes Ltd. and if you are asked to prepare the performance appraisal system for the finance managers & the assistant finance managers, what kind of a performance appraisal system would you recommend?

ii) Prepare a blue print of the recommended performance appraisal system.

2. Define HRD and list various HRD systems and sub-systems. (20)
3. Write an essay on the effective functioning of competency mapping. (20)
4. Elaborate how, what and whom to reward in an organization. (20)
5. What beliefs and values will support HRD for workers in organizations? (20)
6. Discuss different strategies for career development. (20)
7. Describe the process of coaching and mentoring. (20)
8. Discuss how OD plan is formulated. (20)
9. Describe various phases of OD plan with illustrations. (20)

\*\*\*ALL THE BEST\*\*\*