

MANAGEMENT PROGRAMME

Term-End Examination

June, 2016

00614

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. Briefly discuss the need and advantages of competency mapping in organisations and list the steps required for competency mapping.
2. Describe the formulation of Organisational Development (OD) Plan and discuss its relevance.
3. What are the objectives of compensation-cum-reward system? Discuss the components required to assess an individual before rewarding. Give an example.
4. Describe the role of HRD in Health Sector. Discuss the need and functioning of Continuing Medical Education.

5. Write short notes on **any three** of the following :
- (a) Objectives of Coaching and Mentoring
 - (b) Reorganisation of work
 - (c) Managing Diversity
 - (d) Benefits of being Global organisation
 - (e) HRD Score Card

SECTION - B

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

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 engineering 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) Should the factory manager have initiated steps towards better coordination between the purchase and quality control departments ?
 - (c) What was expected from Mr. Goyal as factory manager ? Critically evaluate.
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