

MANAGEMENT PROGRAMME

Term-End Examination

December, 2012

04759

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 equal marks.

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

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

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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