

**MANAGEMENT PROGRAMME**

**Term-End Examination**

**December, 2018**

**MS-022 : 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.  
All questions carry 20 marks each.*

*(iii) Section-B is compulsory and carries 40 marks.*

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**SECTION - A**

1. Describe and discuss Value-Anchored HRD Processes with examples.
2. What are the objectives of coaching and mentoring and explain their significance in an organization ? Give examples.
3. Discuss why and when cross-functional teams are required and how to build and manage cross functional teams with relevant examples.
4. Briefly describe and discuss different theoretical frameworks of HRD and their relevance in the present day context.

5. Write short notes on **any three** of the following :
- (a) Competency based management
  - (b) Self-renewal system
  - (c) HRD in government system
  - (d) Knowledge management
  - (e) Developmental role of trade unions

### **SECTION - B**

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

#### **EMPLOYEE ENGAGEMENT AT ZEN FERTILIZERS**

Employee engagement has received significant attention in the business community because of correlations between employee engagement and desirable business outcomes such as retention of talent, customer service, individual performance, team performance, business unit productivity, and even enterprise-level financial performance (e.g., Rucci et al, 1998, using data from Sears). How many organizations can actually create an environment of employee's involvement with, commitment to, and satisfaction with work needs an in-depth study.

There are organizations like Zen Fertilizers which has grown horizontally and vertically and has spread its wings through expansion of existing operations as well as diversification in many other

areas not only in India but across the borders. Zen Fertilizers enjoy strong manufacturing and distribution capability. The technical expertise of Zen Fertilizers across levels and its motivated workforce has helped in surpassing the production and sales records year after year. Over the years there has been manifold increase in production capacity through expansion and acquisition. The year 2008-2009 has been a great year of achievement and accomplishment for Zen Fertilizers as it has crossed the landmark sales and transportation of over 12.58 lakh MT of fertilizer. With this, Zen Fertilizers has become the largest marketer of fertilizers not only in India but also globally. Today every third bag of phosphatic fertilizer sold in the country belongs to Zen Fertilizers. Zen Fertilizers has also exhibited an impressive financial performance in all major parameters, namely, revenue growth and resource utilization, testifying to the robustness of its corporate strategy of creating multiple drivers of growth in spite of constraints in the availability of raw material, global economic melt-down and inordinate delays in the receipt of large subsidy amount from the Government of India. The annual turnover of 32,933 crore represent an increase of 170 per cent over the previous year.

Over the years, Zen Fertilizers has enjoyed a reputation for corporate excellence based on a positive belief in people. Zen Fertilizers has fostered an enabling climate characterized by trust, positive thinking, collaboration, team building and proactivity. Their human resource is their greatest strength in transformation. The people philosophy and interventions have been able to nurture excellence in the organization, keeping the employees' expertise updated and finely honed. Continuous raining and development efforts have not only led to the development of a committed and motivated work force but enhanced productivity and quality level which is evident in the record breaking performance of Zen Fertilizers.

The basic people philosophy of Zen Fertilizers is based on the following objectives with a view to create and sustain high level of motivation among the employees, encouraging a sense of belongingness and productive work culture in the organization :

- (a) Creating an ambiance of excellence in every sphere of organizational activities.
- (b) Generating a feeling of confidence, dignity and self-esteem for spurring people to greater endeavors.

- (c) Conferring recognition and rewards, both tangible and non-tangible commensurate with accomplishment of tasks.
- (d) Evolving an organizational milieu, where there is free flow of ideas and openness and authenticity in interpersonal relations.
- (e) Enabling the employee to realize his potential to the maximum extent possible, through sharpening of skills and harnessing of expertise in the right direction to yield optimal results.

At Zen Fertilizers, in their continuous endeavor to synergize professional and personal balance, the need was felt to conduct employee engagement survey to address people related issues and to know the perception of employees towards their organization and also to review the existing HR systems and processes which have been developed over a long period of time so that these can be aligned with the people needs and business imperatives.

The customized engagement model had 8 pillars :

- Organizational Culture
- Employee Development
- Organizational Identity
- Work Relationships
- Work Life Balance
- Enabling Environment
- Job Satisfaction
- Performance and Recognition

An organization's capacity to manage employee engagement is closely related to its ability to achieve high performance levels and superior business results. Only a satisfied employee can become an engaged employee. The engaged employee is one who is actively engaged in his jobs. He works with passion and feels a profound connection to his organization. He helps move the organization forward. He can positively impact the quality of his organization's products. Engaged employees feel a strong emotional bond to the organization. This is associated with the people demonstrating willingness to recommend the organization to others and commit time and effort to help the organization succeed. The high level of engagement suggests that people are motivated by intrinsic factors like personal growth, working to a common purpose, being part of a larger process, rather than simply on extrinsic factors like pay and reward. They show more positive attitudes, including trust, organizational commitment and intrinsic enjoyment of the work. The engaged employee is more productive, more profitable, more customer-focused, safer and less likely to leave his employer. Thus employee engagement is the level of commitment and involvement an employee has towards his organization and its values.

The **Overall Employee Engagement** score at Zen Fertilizers was 87 per cent, indicating that 87 per cent employees are highly engaged. They look forward to coming to work every day, speak positively about the organization, show a desire not only to stay with the organization but also recommend the organization to friends seeking employment. They are willing to contribute extra effort to enhance organizational performance.

The inclusive culture is what keeps the employees highly engaged which in turn gives the organization a competitive edge. A good **organization culture** will create an environment in which the employees will put more efforts into their work, are more trusting and more cooperative which will affect productivity, quality and innovation. 70 per cent of the employees in Zen Fertilizers feel that Zen Fertilizers encourages them to resolve conflicts in a healthy and amicable manner. The employees are treated with respect regardless of the job they perform and innovative and new ideas are valued.

The **Organizational Identity** pillar had the highest score of 90 per cent. On micro analysis, the high score was attributed to the feeling of satisfaction and pride that employees have in working for Zen Fertilizers because they believe the organization is doing high quality work for the farmers, society and nation. Employees feel proud with the image that Zen Fertilizers has earned since its inception. They perceive that Zen Fertilizers is a value driven organization and the senior management is competent to take right decision at the right time.

A person's family life influences his work life. When an employee realizes that the organization is considering his family's benefits also he will have an emotional attachment with the organization which leads to engagement. The factors that influence the engagement level under the **work-life balance** are convenient working hours and an opportunity to the employees to keep proper balance between personal and work life. Around 90 per cent employees of Zen Fertilizers were satisfied with the quality of time they could spend with their family and had a feeling that their jobs allowed them to keep balance between their personal and work life.

As regards **Job Satisfaction**, the engagement levels will be high if an employee feels that his job is important, challenging and his role and responsibilities have been clearly defined and sufficient freedom is given to him so that he can Optimally make use of his knowledge, skills and abilities. It is also necessary that the work assigned to him is suitable to his grade and designation. 86 per cent of employees in Zen Fertilizers felt that they are satisfied with their job. They feel that their work is important for the organization, they also believe that their job makes adequate use of their knowledge, skills and abilities.



Thus Zen Fertilizers as an organization has been successful in seeing to it that the job given to the employee matches his career goals which will make him enjoy his work and he would ultimately be satisfied with his job.

The engagement level fell slightly on **Employee Development** issues. Most employees felt that the frequency of training should be increased. The orientation training given at the time of joining Zen Fertilizers was appreciated by the employees. They also felt that the training has helped them to develop their abilities, learn new skills, acquire new knowledge and realize their potential. Thus the results confirmed that Zen Fertilizers is creating an environment to encourage employees to drive towards innovation or to create better systems for more productive results. High levels of engagement provide employees with opportunities to excel.

On **Work Relationships** front, 79 per cent employees showed high engagement level, only 1 per cent of employees showed discontent and 20 per cent employees evinced moderate level of engagement. High level of engagement was attributed to the feeling of acceptance and faith in the abilities of colleagues and subordinates, respect to the capabilities of superiors, cooperation and team work, fixation of clear targets, honest feedback from superiors, timely guidance from superiors, sharing of knowledge and experience with each other, etc.

Good physical working condition, cooperation and support amongst different departments and sections, transparent transfer policy, consistent and employee-friendly HR policies give boost to the enabling environment in the organization. Only 0.60 per cent employees were found to be disengaged on issues pertaining to **Enabling Environment**. The employees were found to be satisfied with the LTC scheme, probation policy, physical working conditions and access to resources like computers, machinery, stationary and others equipments. They felt that they are provided right tools and equipment to support their skills, experience and talents and perform their jobs at an optimum level.

On account of **performance and recognition**, the performance management system, transparent evaluation process and linkage of promotion to performance, identification and reprimand to the non-performers will give fillip to the engagement level. The engagement level was 73 per cent in Zen Fertilizers on the pillar of performance and recognition. The best medical, group insurance, leaves and benefits, conveyance advance, housing facility/HRA Scheme also contribute in lifting the engagement level.

1. What is the significance of the various parameters selected for employee engagement ? Which are the other parameters which may be equally important ?
  2. What should be the HR plan of Zen Fertilizers based on the findings ? Discuss the challenges and opportunities Zen Fertilizers can face in the future.
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