

**MANAGEMENT PROGRAMME**

**Term-End Examination**

**December, 2016**

**MS-022 : 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, each question carries 20 marks.*
  - (iii) *Section B is compulsory and carries 40 marks.*

**SECTION - A**

1. Describe role set of Government Administration System and briefly discuss a new approach to an integrated HRD System in Government Administration.
2. Identify the international research concerns in HRD and discuss various theories emerging globally in HRD. Cite suitable examples.
3. Briefly discuss the objectives of 360 degree feedback and its advantages for the effectiveness of organisations.
4. Discuss the importance of knowledge Management in organisations and the approaches to deal with it.

5. Write short notes on **any three** of the following :
- (a) Managing Generation of Workers.
  - (b) The Mission-Vision development system.
  - (c) Process of Mentoring.
  - (d) Analysing Human Performance.
  - (e) Competency Mapping.

### SECTION - B

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

Bharat Engineering Works Limited is a major manufacturer of industrial machinery besides other engineering products. It has enjoyed a considerable market preference for its machinery because of limited competition. Usually there has been more orders than what the company could supply. However, the scenario changed quickly because of the entry of two new competitors in the field with foreign technological collaboration. For the first time, the company faced problems in marketing its products with the usual profit margin. Sensing the likely problem, the Chief Executive appointed Mr. Arvind Kumar as General Manager to direct the operations of the industrial machinery division. Mr. Kumar had a similar assignment abroad before returning to India.

Mr. Kumar had a discussion with the Chief Executive about the nature of the problems being faced by the company so that he could fix his priorities. The Chief Executive advised him to consult various heads of departments to have first-hand information. However, he emphasised that the company lacked an integrated planning system while members of the board of directors insisted on introducing this in several meetings both formally and informally.

After joining as general manager, Mr. Kumar got briefings from the heads of all departments. He asked them to identify the major problems and issues concerning them. The Marketing Manager indicated that in order to achieve higher sales, he needed more sales managers and sales professionals. His main concern was a lack of engineering support to sales and marketing efforts. The company had adequate engineers but they were spread under three separate engineering groups. Sales people had no central organisation which had responsibility to provide sales support. Therefore, some jobs were being done from outside at higher cost with lower quality. Besides, he needed a generous budget for demonstration systems which could be sent on a trial basis to customers to win business.

The Production Manager complained about the old machines and equipment used in manufacturing. Therefore, the cost of production was high but without corresponding quality. While competitors had better equipment and machinery, Bharat Engineering neither replaced its age-old plant nor got it reconditioned. Therefore, to reduce costs, it was essential to automate production lines by installing new equipment.

The Director of Research and Development (R&D) did not have any specific problem and therefore, did not indicate any change. However, a principal scientist in R&D indicated one day that the Director, R&D, though very nice in his approach, did not emphasise on short-term research projects which could easily increase

production efficiency to the extent of at least two per cent within a very short period. Moreover, such projects did not involve any major capital outlay.

Mr. Kumar was convinced about the management process going on in the division and the type of problems being faced.

**Questions :**

- (a) Discuss the nature and characteristics of the management process followed in the company.
  - (b) What are the real problems of the Industrial Machinery Division of the company ?
  - (c) What steps should be taken by Mr. Kumar to overcome these problems ?
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