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MS-22

MANAGEMENT PROGRAMME (MP)

Term-End Examination

June, 2024

MS-22 : HUMAN RESOURCE DEVELOPMENT

Time : 3 Hours

Maximum Marks : 100

Weightage : 70%

Note : Attempt any **three** questions from Section A.

All questions carry 20 marks. Section B is compulsory and carries 40 marks.

Section—A

1. Define HRD. Briefly discuss the changing boundaries of HRD and HRD trends in Asian countries.
2. What are the 3 Ss of Organisational Development ? Discuss the competency based Organisational Development System. Explain with suitable examples.
3. Describe Compensation-cum-Reward System. What are the psychological bases of Rewards ? Discuss various steps involved in designing a Reward System. Cite relevant examples.

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4. What are the objectives of Cross Functional Teams ? How is building and managing Cross Functional Teams considered as a form of Empowerment ?
5. Explain the concept of knowledge Management. Briefly discuss various approaches to knowledge Management with relevant examples.

Section—B

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

Sardar Fertilizer Ltd. is engaged in manufacturing urea with the plant capacity of 800 tonnes per day. The total workforce of the plant is around 2,800. The plant has its own workshop to take care of routine maintenance work. The workshop functions in two shifts a day under a shift incharge for each shift who is in the cadre of AEE. The workers have been grouped into two groups, i.e., Relay 'A' and Relay 'B'. The shift routine changes once a week; Sunday being weekly off. Besides the two shifts, there is a group under a Senior AEE attending in general shift hours.

The Relay 'A' consisting of 36 workers, is placed under the charge of Mr. Ajay who is a graduate in Mechanical Engineering. After undergoing training for a period of six months in various divisions of the company, he acquired a thorough knowledge of works to be undertaken by the Workshop and worked as a Relay Supervisor for 3 years. He has been recently promoted to the post of AEE, the shift-in-charge. When he joined the workshop, he found that tasks were done by applying rules of thumb and higher officers had to be satisfied with such a practice.

To improve the working, Mr. Ajay started instructing his workers in various theoretical aspects of welding, machining, etc., which he had studied during his graduation. They all learnt to do things in a better way. Thus, he gained the confidence of workers. As he was able to finish his tasks in time and in a better way than Relay 'B', more work assignments were allotted to his group. A few workers in his group started grumbling and the foreman came and told Mr. Ajay that the "other relay workers don't have much work-load and our workers too don't want to strain much and they are murmuring over getting more work." Mr. Ajay, however, tried to convince the foreman that

extra work should be taken as a recognition for better performance and so the workers should do their best. After this, some workers even tried to get transferred to the Relay 'B'.

One morning, Mr. Ajay was making arrangements for the work to be undertaken and giving instructions to his foreman; a worker, Raja came and told him, "Sir, Father of fitter Sanju expired last night and we all want to go and attend the funeral", and added, "it is customary for the workers in workshop to attend such funerals." He further requested Mr. Ajay to arrange a conveyance for the people to go to Sanju's house, which is nearly eight kms from the plant. Since Mr. Ajay joined the company, this was the first such instance occurring and as he had to finish some urgent assignments, he told Mr. Raja, "You all need not go to the funeral. I can, however, permit a few of you as representatives of Relay 'A' to go and offer condolences to Sanju's family." Further, he regretted that he won't be able to make any arrangements for conveyance. This created a turbulence among the workers and a group of workers stopped the work to press for permission to attend the funeral. The foreman hurried up to Mr. Ajay to explain the situation in the shop floor. On hearing this, Mr. Ajay told

his foreman, "I have given you an alternative; I have already told the urgency of work and I am going to allocate the duties. If the work is not done, I may have to take action against the workers."

The group members started discussing among themselves as to what to do next. Mr. Raja said to Mr. Ajay, "You are not considerate and if you are still adamant, we shall prefer half-a-day wage-cut as we must go and attend the funeral. But you have to make arrangements for our conveyance." Mr. Ajay also noted that certain workers, who were usually complaining about the workload and were murmuring, were keenly interested in the matter. He decided to face the situation boldly. He permitted the issue of gate pass to whoever wished to go, still emphasizing that he would not arrange any conveyance. Nearly 25 percent of the workers remained in the plant while others went off to attend the funeral. On that day, Mr. Ajay could finish only a part of the work as planned and he had to explain to his boss about what had happened in his Relay.

The next morning, it was rumoured that only a few of the workers attended the funeral and the others had gone to the cinema hall near the

village. Mr. Ajay got irritated by the workers' behaviour and issued memos to those who had received the gate pass the previous day. Some workers got annoyed by this action and approached the Union to intervene. The news soon spread to other division and there was an air of protest throughout the plant.

Questions :

- (a) What are the weaknesses and strong points of Mr. Ajay as a Manager ?
- (b) Critically examine the stand of Mr. Ajay.
- (c) If you were in place of Mr. Ajay, how would you have dealt with the situation?
- (d) Considering the situation arising out of Mr. Ajay's action, what should be done to improve human relations in the plant ?