

MAY 2011

P/ID 37530/PBEP

Time : Three hours

Maximum : 80 marks

PART A — (5 × 5 = 25 marks)

Answer any FIVE questions.

All questions carry equal marks.

1. Explain the concept of knowledge management.
2. What is systems theory and Human Performance?
3. Define OD. Explain its phases.
4. What are the essential competencies for HRD facilitators?
5. Explain 360° Appraisal.
6. What is the role of Trade Unions in HRD?
7. Explain dynamics of frustration.
8. Define Loyalty.

PART B — (4 × 10 = 40 marks)

Answer any FOUR questions.

All questions carry equal marks.

9. List and explain the possible ways and means of promoting work motivation in an organizational set-up.
10. Briefly discuss how do sub-system of HRD facilitate growth and development of an organizations. Explain with suitable examples.
11. What is Action Research? How does it supplement OD?
12. Explain in detail HR accounting and HR Audit.
13. Write short notes on :
 - (a) Approaches to knowledge management.
 - (b) HRD an Technological changes.
 - (c) Coaching.
14. Explain training and list out different types of training.

PART C — (15 marks)

(Compulsory)

15. The MTR Company had more than 100 field sales representatives who sold a line of complex industrial products. Sales of these products required close work with buyers to determine their product needs ; so nearly all sales representatives were college graduates in Engineering and Science. Other product lines of MTR company such as consumer products, were sold by a separate sales group.

Recently the firm established a new company wide control and report system using a larger computer. This system doubled the amount of time the industrial sales representatives spend filling out forms and supplying information that can be fed into the computer. They estimate that they now spend as much as two hours daily in processing records, and they complain that, they now have inadequate time for sales effort. A field sales manager commented, “morale has declined as a result of these new controls and reports”. Sales is a rewarding, gratifying, profession that is based on individual effort. Sales representatives are happy

when they are making sales, since this directly affects their income and self recognition. The more time they spend with reports the less time they have to make sales. As a result, they can see their income and recognition declining and thus, they find themselves resisting changes.

Questions :

- (a) Comment on the sales manager's analysis.
 - (b) What alternative approaches to this situation do you recommend? Give reasons.
 - (c) How will you over come the resistance?
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