

MAY 2012

**P/ID 37530/PBEP**

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Time : Three hours

Maximum : 80 marks

PART A — (5 × 5 = 25 marks)

Answer any FIVE questions.

All questions carry equal marks.

1. What is performance management?
2. Discuss the concept of HRD Audit.
3. Discuss HRD and technological changes.
4. What is compensation system?
5. Define and describe diversity and power.
6. What is knowledge management?
7. Explain role of trade unions in HRD.
8. Discuss interventions in OD.

PART B — (4 × 10 = 40 marks)

Answer any FOUR questions.

All questions carry equal marks.

9. Enumerate and briefly describe the evaluation criteria against which 'HRD' is assessed for attaining the status of a 'profession'. Explain with examples.

10. State and explain the possible ways and means of promoting work motivations in an organisational set-up.
11. What are the essential competencies for HRD facilitators?
12. Discuss in detail dynamics of frustration.
13. How does HRD audit help in the development process of an organisations?
14. Write short notes on :
  - (a) Knowledge management
  - (b) 360° appraisal
  - (c) Loyalty and commitment.

PART C — (1 × 15 = 15 marks)

Compulsory

15. Case study :

Rita Lome has worked for the same boss for 11 years. Over coffee One day, her friend Sara asked her, “What is it like to work for old Charlie?” Rita replied, “Oh, I guess its okay. He pretty much leaves me alone. I more or less do my own things”. Then Sara said, “Well, you have been at the same job for 11 years. How are you doing in it? Does it look like you will ever be promoted? If you don’t mind me saying so, I can’t for the life of

me see that what you do has anything to do with the operation. “Rita replied”, well, first of all, I really don’t have an idea of how I am doing. Charlie never tells me, But I’ve always taken the attitude that no news is good news. As for what I do and how it contributes to the operation around here, Charlie numbered something when I started the job about being important to the operation, but that was it. We really don’t communicate very well”.

Questions :

- (a) Analyse Rita’s statement : “We really don’t communicate very well”. What is the status of manager – subordinate communication in this work relationship? Katz and Kahn identified fine purposes of the manager – subordinate communication process. Which one are being badly reflected in this case?
- (b) It was said in this chapter that communication is a dynamic personal process? Does the situation described verify this contention? Be specific in your answer.
- (c) Are there any implications in this situation for upward communication and for interactive communication? How could feedback be used more effectively?