

**2023**

***Time - 3 hours***

***Full Marks - 80***

*Answer ALL questions.*

*Figures in the right hand margin indicate marks.*

1. What is HRD ? Discuss the growth and development of HRD in India. Write down in brief about HRD philosophy. [16]

OR

(a) Write down the problems associated with performance appraisal. [8]

(b) Discuss in brief about quality of work life. [8]

2. Define knowledge management. Discuss the importance of knowledge management in the organisation. Write in brief about types of knowledge. [16]

OR

Explain the role of HR manager in implementing knowledge management in the organisation. [16]

[ 2 ]

3. Define training. Discuss the objectives and importance of training in organisation. Write in brief about of-the-job training programme.

[16

OR

- (a) Discuss in brief about the role of trainer in training programme.

[8

- (b) Write in brief about training needs assessment.

[8

4. Differentiate training and education. What is learning ? Discuss the link between training and learning. Explain in brief about the determinants of learning.

[16

OR

- (a) Explain in details about Managerial Grid.

[8

- (b) State in brief about training evaluation.

[8

5. Define HR Accounting. Discuss two functions and benefits of HR Accounting.

[16

OR

Case Study :

[16

Realising HRD as their business necessity, Gelmark and Internationally acclaimed pharmaceutical major with multiple patients in medicine in lifestyle diseases, made minimum 13 man-days annual training for all their staff members compulsory. The company spends more than 10% of their annual business turnover for

[ 3 ]

HRD activities. HRD department is well-manned by experts of international repute, who always came out with innovative programme design even beyond their business requirements. Gelmak value individual development as their important priority area, as their HRD philosophy believes unless people believe in self development, they cannot contribute to the development of the organization.

Gelmak invites all employees to draw their own list of training requirements before the beginning of the year. Employees' perceived training requirements are matched with performance feedback reports and with minimum matching of fifty per cent, final list of training programmes are design.

Gelmak of late started observing that difference between employees' perceived training programmes and performance evaluation mandated training programmes are widening. Their age old practice of participating training design is now facing great challenge. Over and above HR department came out with last three years' employees attrition figure, which clearly shows attrition curve is going high, surpassing industry average. This year Gelmak lost 10% of their highly skilled manpower including R and D scientists within three months itself. Gelmak pays very competitive salary with unmatched opportunities for career progression. High rate of attrition increased their manpower replacement cost, leading to cascading effect on their product pricing in a fiercely competitive market.

Although in patented formulations, Gelmak found to their surprise

that price rise, significantly reduced their sales volume as physicians started prescribing alternative formulations at a very competitive price level, when patients started complaining the price of Gelmak medicines is prohibitive.

At this stage, you as HRD manager is asked to review your present HRD systems and come out with some result-oriented suggestive changes.

Discuss your line of actions.