

Q

Marks: 75

OP3AGQ

SYBMS (HR) Training & Devp. in HRM

March 2016

Time: 2 & 1/2 Hours

Notes: -

1. Attempt all the questions.

2. All questions carry equal marks.

3. Attempt any 2 out of a, b and c from Q. No. 1 to Q.No.4

Q1.a) Define training. Explain objectives of training. (7.5)

Q1.b) Enumerate features of training along with its needs. (7.5)

Q1.c) Explain various methods of training need assessment. (7.5)

Q2.a) Describe various types of counseling. (7.5)

Q2.b) Explain the concept of succession planning and enumerate its features. (7.5)

Q2.c) Write a note on importance of OD.

Q3.a) Explain the process of management development. (7.5)

Q3.b) Explain need of management development programme in organizations. (7.5)

Q3.c) Explain off the job methods of management development programme. (7.5)

Q4.a) Define performance appraisal and explain its characteristics. (7.5)

Q4.b) Explain any three modern methods of performance appraisal. (7.5)

Q4.c) Describe the five talent metrics that need to be measured. (7.5)

**Q5. Study the following case and answer the questions given below: (15)**

SAS Company Ltd. has a skilled, matured and experienced staff. Company wants its employees to continuously learn and acquire new skills, qualifications and competencies in various fields. Under this initiative, company's management decided to have 'Unified competency frame work' in their organization. It means every person has to give some technical and psychological tests and has to qualify in the same, to become eligible for a promotion, irrespective of his experience and seniority. It was successfully implemented in the organization after taking lot of efforts for persuading their staff.

Mr. Ram Deshpande, HR Manager of the organization took the responsibility of communicating the same with employees and convincing them for the perspective change in the promotion policy.

He said initially there were some grievances amongst the employees about their seniority and experience criterias and some employees were agreeable with the new promotion policy.

Mr. Ram handled all these issues in a tactful manner and resolved all these grievances among the employees. Now all the employees of SAS Company Ltd. have willingly accepted the change in their promotion policy and are taking lot of efforts to become eligible for promotions. This has increased their dedication and accuracy in the job work. Also organization's over all performance is increasing day by day because every employee is trying to do his level best.

**Questions :**

- (a) Considering yourselves in the position of Mr. Ram, suggest best ways to convince the employees. (5)
- (b) What was the outcome of new promotion policy? (5)
- (c) Give highlights of the case. (5)