

January 2016

Master of Business Administration (MBA) Examination

III Semester

Human Resource Development and Audit

Time : 3 Hours]

[Max. Marks : 80

Note : Answer any four questions from Section A. Each question carries 15 marks. Section B is compulsory and carries 20 marks.

Section A

1. Write a detailed note on evolution of HRD. How it is different from HRM?
2. As a human resource manager of a manufacturing unit how would you integrate HR strategies with corporate strategies.
3. What are the objectives of mentoring? How does mentoring help in development of employees?
4. Explain OCTAPACE culture. Discuss its importance and applications.
5. Explain HRD Audit Instruments. Also discuss the role of HRD Audit in business improvement.
6. Write short notes on any two of the following :
 - (a) HRD Functions
 - (b) Competencies of HRD Professional
 - (c) Work Life Integration
 - (d) HRD Audit Process.

Section B

7. Analyse the case and answer the questions given at the end.

Organisation Structure

Restructuring of Rexico

Rexico commenced a business unit of a large private sector organization. The organization had operations in a number of information technology applications. In mid 1990s, senior manager decided to undertake a programme of internal rationalization because management control was inadequate and it was exposed to wide range operations. Senior managers decided to engineer a buy out having raised the finance largely through an investment company and started an independent company in its own right. As a business unit of

the original parent organization, Rexico had operated with a fairly simple, functionally arranged organizational structure. General Manager of the unit, who became the Managing Director of Rexico, had undertaken the over all co-ordinating role but with specific responsibility of the financial management of the business unit. Two other central business unit managers had specific functional responsibilities. One was responsible for arranging contracts and co-ordinating the parent organization. The HR department was aware of its image as being a cost. Rexico was able to draw on the central HR function whenever it required support in this area. The transformation of Rexico to an independent organization therefore heralded further change for this business who worked for it. The old parent organizations are the financial backing and the support of its corporate service provision. The strategy of out sourcing was seen as corporate service provision and the opportunity to test the market place to a greater extent had been in the case. The exposure to market focuses led to a number of structural changes. These were driven by a desire to cut cost, maximize utilization of work for Rexico and increase the level of managerial control. The strategy of the new organization was new focused towards their market place and competitors rather than the old parent organization for which they had traditionally worked. HR issues of almost any nature had been referred up to the personal function of the old parent organization..

Discussion Questions :

1. How do you think Rexico's will react to its changing organisational structures and the strategies used to implement these changes?
2. How do you think these reaction will affect Rexico's ability to realise its intended strategy?
3. What recommendations would you make to the senior management of Rexico in relation to the scope and nature of HR strategies of the organisation?

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