

AP-277

M.B.A. Semester-III Examination
HUMAN RESOURCE DEVELOPMENT
Paper—MBA/3304/H

Time—Three Hours] [Maximum Marks—70

Note :—(1) Solve **ALL** questions.
(2) Figures to the right indicate full marks.

SECTION—A

1. (A) Discuss in detail 'Learning and HRD'. 14

OR

- (B) Explain concept and goals of HRD. Also discuss challenges of HRD. 14

SECTION—B

2. (A) Explain the different components of HRD system. 7

(B) CGI Information system headquarter is in Singapore, employees over 15,000. Company is also having multiple subsidiaries on different location of Europe, Australia, uptill now company have conducted satisfactory training development programs via classroom instructions but now its

getting difficult to manage such kind of programs for the employees who are geographically separated. What suggestion would you recommend to design HRD system ? 7

OR

(C) Discuss the different steps to be followed while designing Human Resource Development system. 7

(D) In an HRD system corporate goal plans are not kept secret. Long term plans for the organization are made known to the employees. Employees are helped to prepare for change. Comment on the above statement in the light of career planning and career path as a sub system of HRD-systems. 7

3. (A) Discuss the goals and functions of HRD interventions. 7

(B) You have joined a new small company as CEO. What measures would you take faster for employee socialisation and orientation ? 7

OR

(C) Explain in brief employee socialisation process. 7

Training and recognition is the key. In a single year, the company invests \$ 1600 per participation in teams, leadership opportunities and interaction with top management. Turner's effort at improving its management and human resource practices have allowed it to reduce the number of managers; lower its overall defection rate; and increase quality, efficiency and customers satisfaction. Revenues have increased significantly over the last four years. As a result of focus on employees needs, Turner has won over 20 quality awards and was voted the outstanding employer in the south in a regional competition. The company has been written about in the TOP 200 employers' in the U.S. and its efforts to involve employees in determining the firms direction have been very successful, enhancing customer satisfaction and improving business performance.

(1) Analyze the case. 4

(2) How might performance appraisal be done ? Can team members be involved in the review of other members ? Why ? 5

(3) Identify training needs at Turner. Do you believe a company can spend too much money training employees ? Why ? Why not ? 5

- (D) You are working in a biotechnological firm as an HR manager. The organization has finance department. One finance executive have submitted his resignation letter, citing reasons that, his job has only basic accounts and there is no finance work. This person is CA Qualified and experienced. Give a specific HRD intervention that you would apply for the purpose. 7

4. (A) Explain concept and objectives of Career Management. 7

- (B) The CTS organization carried out the process of succession planning of identifying and developing individuals to take up higher roles in the organization in the future. The organization came with difficulty about the individuals for higher level positions can be internally sourced or externally sourced. It becomes easy for the organisation to identify human resource internally. Do you agree ? Justify. 7

OR

- (C) Explain the importance of post retirement planning. 7

- (D) You are HRD consultant. Recently CEO of a merged banking company approaches you to help him in developing career and succession planning of his employees. The merged organisation employees are under fear, uncertainty and distrust as informed by CEO. What will be your action plan ? 7

SECTION—C

5. Turner Industries, a family-operated carpeting manufacturer was started 50 years ago. Today the company is the third largest producer of carpeting in the United States with revenue of over \$ 1 billion. Turner employs over 6000 workers at its massive facility. Five years ago, Turner developed an employee initiative programme to instill commitment to customer satisfaction throughout the company. The company's employees play a vital role in this programme. A flat organizational structure gives employees, working in a self managed team, significant authority and autonomy. Production work teams can undertake training, schedule work and determine individual performance objectives. Any production process can be halted if an employee believes that quality is suffering or safety is jeopardised. Management and motivation of workforce require special care on the part of Turner's management.