

which requires co-ordination among different functional departments. For major product company creates task force for co-ordination. The different co-ordination needed to develop, produce and sell the product. John Willies headed Omega task-force for introducing the new Omega word processor. Task held for four-half day meetings, but he felt frustrated by the progress of meeting and attributed these feelings to members and inability to work well together. John also explained his problem to his close friend who then advised to meet the members of HR division. John met Ami Ajmera an internal consultant for predmont who specialised in OD, and he then explained ideas about task forces problems to her. Ami then suggested about team building strategy and she would facilitate this process by interviewing team members about their perceptions of the problem and feeding the data back to members at special meeting. She suggested John to take active leadership role for successful change.

- (1) Analyze the case. 5
- (2) Suggest the organizational change process steps. 4
- (3) Harold J. Leavitt states that an organization can be changed by altering its structure, its technology and its people. Justify it in the light of the above case. 5

M.B.A. (Semester – III) Examination
HUMAN RESOURCE DEVELOPMENT
Paper : MBA/3304/H

Time—Three Hours]

[Full Marks—70

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

SECTION—A

1. (A) Discuss the challenges faced by the HRD professional. What are additional challenges ? How do you foresee affecting HRD ? 14

OR

- (B) Explain the classical and operant condition's theory of learning. 14
2. (A) What is HRD System ? Discuss the steps to be included while designing it. 7
- (B) Arpit Enterprise has organized the training to improve the performance of employees. But after training, manager found more complaints about the employees. As a manager you have to develop a questionnaire to evaluate the training program. 7

OR

(C) Define HRD Evaluation. What is the need of it ?

7

(D) Hi-Tech, technologies working from last 5 years and having 3000 employees at different locations. But now the organization is facing some problems of new technologies. So company decided to undertake new HRD program. Suggest the training program and objectives and purpose.

7

SECTION—B

3. (A) Discuss HRD strategies.

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(B) Stallion's Corp. Organization is trying to become more customer centric and responsive and don't always have the option of hiring new employees. More typically the management is faced with the challenges of making its current employees more customer focused. In addition, even new employees, who have a customer friendly attitude may need to understand management expectations. So all new service contract people should be socialized into organizations goal and values. Justify employees socialization process.

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OR

(C) Discuss the importance of HRD intervention.

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(D) Viren D. recently joined with CGI Company. But soon he has developed with distrust, absenteeism, anxiety and so on, due to lack of orientation programme within the employees. As an expert, suggest the orientation roles and the supervisors role in conducting the orientation process.

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4. (A) Explain and discuss succession planning.

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(B) You have joined a biotechnology company as HR Head. The organization enjoys leadership position in its industry. The company employs mostly at entry level as trainee Biotechnologist. Thereupon, after one year eligible trainees are absorbed as officers. For the last 6 years, these scientific personnels are working like this as officers. Of late the turnover of scientific staff has increased by 30%. What do you think are the reasons of increase turnover and how best can you control it ?

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OR

(C) Explain the model for career planning and development.

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(D) An organization wants to facilitate its employees with career guidance. The job and responsibilities in an organization are more related to verbal reasoning and perceptual speed and accuracy. For the better development and career planning of the employees, you are required to develop career assessment test related to above two tests.

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SECTION—C

5. The Dell Corporation Produces and markets variety of computer products for the global market. In order to compete in the market, firm needs to introduce new products