

AU-1619

M.B.A. (Semester—III) Examination
HUMAN RESOURCE DEVELOPMENT
Paper—MBA/3304/II

Time : Three Hours]

[Maximum Marks : 70

- Note :—** (1) All questions are compulsory.
(2) Figures to the right indicate marks.

SECTION—A

1. (a) Define HRD. Briefly discuss the concept assessing HRD needs and evaluating HRD program. 14

OR

- (b) What is HRD ? Explain how HRD functions are important for any organisational development. 14

SECTION—B

2. (a) Explain important issues for making plan for designing HRD programme for employees working in MNC's. 7
(b) In MARINO Pvt. Ltd., a company manufacturing cosmetics having 600 employees, the intergroup conflict and hostility among employees create problems within the organization. You as a HR Manager suggest HRD intervention plan to solve this problem. 7

OR

- (c) What is organisational socialization ? Explain its contents. 7
(d) The Chief Executive Officer has vision of expanding his business as well as maximizing the turnover from 200 to 500 Crore. As a HR Manager of such a company, what specific strategies you will implement to match up with the CEO's vision ? 7
3. (a) Identify the career issues of Professional Manager in today's scenario. How do they overcome the problem ? 7
(b) Triumph Electronics, a manufacturer of electronic appliances, decided to conduct career planning for their employees. But company is facing problem to implement career planning for their employees. Suggest a solution for such problem. 7

OR

- (c) Explain Post Retirement Planning. 7
- (d) In Acord Pvt. Ltd., the CEO of the company is planning for succession planning. He has selected two names Mr. Dharmesh who is Senior Officer and Mr. Kalpesh who is Junior than Dharmesh but performance-wise better than Dharmesh.

You as a HR Manager solve this problem and discuss to whom company should give higher position. 7

SECTION—C

4. (a) Define and discuss the concept and objectives of Coaching and Mentoring. 7
- (b) Explain the concept of HRD and diversity in work-force. 7

OR

- (c) What competencies are needed for a person to become an HRD Counsellor ? 7
- (d) Explain the phases of an organisation change. 7

SECTION—D

5. The HR Department of Prashant Chemicals Limited informed the middle managers, through a circular that a group of consultants would be calling on them later in the week to provide training on team building. The consultants would be emphasizing on how to develop team work and to build inter group relationships throughout the company. The information also contained the approach to be adapted by the consultants and explained the five step process of team building : problem sensing, examining differences, giving and receiving feedback, developing interactive skills, and follow up actions. The circular also included a note on the utility of team building in organizational effectiveness.

On receiving the circular, middle managers felt tense as they thought team building was an exercise involving a lot of hocus-pocus as they thought team sensitivity training exercises in which participants used to attack each other and let out their aggression by heaping abuse on those they disliked. Therefore the managers felt that the consultants were not needed for team building.

One of the Managers commented, "Now that we understand what is involved in team building, we can go ahead and conduct the session ourselves. All we have to do is to choose a Manager who is liked by everyone and put him in the role of change agent/consultant. After all, you really do not need high priced consultants to do this team building stuff. You just have to have a good feel for human factor." The other Managers generally agreed. However the Corporate HR Manager turned down their suggestions and proceeded with his original programme of hiring consultants.

Questions :

- (i) Analyse the case. 7
- (ii) Why did middle managers show resistance to team building approach of organization development ? 7