

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

Time : Three Hours]

[Maximum Marks : 70

N.B. :— (1) All questions are compulsory.

(2) Figures to the right indicate marks.

SECTION—A

1. (a) What are the important HRD subsystem or mechanisms ? Explain it in detail. 14

OR

- (b) "With the emergence of global economy and convergence of world into a global village, the business enterprises have become extremely responsive and cautious of the challenges and need for hiring competent human resources and developing competencies required for the development and sustainability of the organisation."

Elaborate this statement and discuss the underlying assumptions. 14

SECTION—B

2. (a) Why should we develop the HRD strategy ? 7

- (b) Supreme Engineering Limited was engaged in light engineering manufacturing – both customised product as well as standardised product. It had work force of 5000 employees of different categories; each major function was headed by chief manager. But mostly it was found that employees are not that much responsive or good performer. To deal with this problem what will be the intervention to cope up with this. 7

OR

- (c) Explain the concept of employee socialization. 7

- (d) "Havells" is one of the reputed companies. It has two different plants for manufacturing its product. Both the plants constitute good employees. In the first plant all employees are experienced and rest of plant constitute young blood with very innovative and creative ideas. Because of this imbalance in thinking there is a conflict between two plants.

As an HR consultant you have to develop strategy so that both the plants have cohesiveness in an organisation. 7

3. (a) Explain the models of career development. 7

- (b) An organization is willing to provide career guidance facility to its employees. The objective is that work should become smooth. Hence you are asked to develop suitable career plan for employees. 7

OR

(c) Explain the post retirement planning. When it should plan ? 7

(d) Mr. Nayak is working as a CMD in a reputed company; he has taken company to a new level. During his tenure he has met with failure and some criticism.

When the company thinks about succession planning process for the CEO, surprisingly the result was shocking. Mrs. Shikha Sharma a new employee was recruited as a new CEO instead of Mr. Nayak.

As a HR manager find out the reason behind this succession planning. 7

SECTION—C

4. (a) Discuss the role of change agent in organisation change. 7

(b) What is the difference between employee counselling and coaching ? 7

OR

(c) Explain the concept of HRD audit and accounting. 7

(d) How performance management system is playing an important role in an organization ? 7

SECTION—D

5. Cathay Pacific Airways is an international airlines based in Hong Kong that serves over 85 destinations on 5 continents. An early survey revealed that the traveller felt that the Cathay Pacific service was good, but not as warm and friendly as customer desired. Some even described the service as 'robotic'. This led to re-examination of how the company recruited, trained and managed its employees.

To increase customer retention, especially business traveler, Cathay decided that to do something more was needed. Assume you are HRD professional responsible for organisation training.

Questions :

(1) How do you go about designing HRD needs assessment for the Airlines ? 4

(2) What method would you use to design training that emphasizes customer service ? 5

(3) What type of training would you recommend for flight attendant for their development ? 5