

M.B.A Semester-III Examination
HUMAN RESOURCE DEVELOPMENT

Time : Three Hours]

[Maximum Marks : 70

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

SECTION—A

1. (a) What are the underlying assumptions of HRD for workers ? Briefly discuss the concept and dynamics of cross functional teams, with examples. 14

OR

- (b) Describe role set of Government Administration System and briefly discuss a new approach to an integrated HRD system in Government Administration. 14

SECTION—B

2. (a) What are the factors that should be taken care of in designing HRD staffing. 7
(b) You are appointed as a HRD Manager and General Manager of organization informs you on the orientation programme that employees are under performance and low productivity which is the main problem of company. The loss to company is because of sagging employee morale. Which HRD programme you will implement to tackle such problems ? 7

OR

- (c) What are the measurement criteria of evaluating HRD programme ? Discuss. 7
(d) Prepare performance appraisal system for Co-operative Banks, as the performance of employee always affect on the Organisational Development. 7
3. (a) Discuss the relevance of career management. 7
(b) SUNRISE Pvt. Ltd. company is having 2000 employees ; amongst them many employees are working on the same designation since many years. You as a HR manager, suggest them employee career planning as they don't implement in their company. 7

OR

- (c) What is post retirement planning ? When an employee should plan for it ? 7
(d) An organisation wants to facilitate its employee with the higher position and for that organisation needs to first focus on succession planning. You are requested to design proper succession plan. 7

SECTION—C

4. (a) Why do we use coaching services in Human Resource Management ? 7
(b) What are the importance of counselling in Human Resource Development ? 7

OR

- (c) What are the reasons for resistance to change ? 7
(d) What are the benefits of HRD Audit ? 7

SECTION—D

5. The HRD programme was decided to be initiated in ABC Oil Corporation as a totally fresh and uncontaminated idea. To introduce HRD as a fresh idea was in itself an innovative idea, since the corporation had well-established Human Resource Management Policies and Practices. Yet the very idea was mooted as a concept, accepted as a principle presented to the top management in the company represented by the Directors and got cleared for introduction as a necessary intervention, considering the growth and development plans of the organisation.

To start with the road-show of the concept comprised a wide campaign to create extensive awareness that Human Resource Development, as an issue, was everybody's baby and that it needs to be properly nurtured and cared for. When the whole objective was explained to critical, senior management groups, the concept received wide acceptance. After all any new idea should be worth looking into.

The top and senior management groups in the Corporation, thus backed and accepted in principle, the process of undertaking a company wide campaign for the new look HRD programme. This, no doubt, implied that the established policies will continue to be operated, but are liable to be tested for validity and modified for deficiency, whenever called for.

The awareness campaign was set in motion with great vigour and gusto. The initial campaign was concentrated on executives at all levels. This pre-supposed two things : top management commitment as a vanguard action and executive involvement as a lead group activity. Within a short time conferences, seminar, workshops and training programmes were designed, drawn-up delivered throughout the organisation to cover virtually every executive.

What was missed in the process was the large bulk of non-executives. Though there was a plan to cover the non- executives in the second leg of the campaign, the very fact that initial efforts were going only in the direction of executives created its own rustle and rumbles.

The HRD action groups who were spearheading and controlling the HRD activities, naturally had to take notice of the message which had come too soon from the non-executive categories of employees. It was therefore, only natural to recognise that without waiting for the second leg of the campaign, the need was to advance the campaign schedule and initiate the HRD awareness programme for non-executives as well. After all the milk has to be given gladly to the baby who started crying.

But the process of covering the large mass of non-executive employees was not an easy task. The numbers as well as the spread at numerous locations throughout the country made the task much more difficult. Yet, it was felt necessary to achieve coverage of maximum number of non-executive employees to a one-day "HRD Awareness programme". The Programme outline was centrally designed but the specific inputs were left to be decided by the divisional and unit functionaries.

The programme design provided for executive as faculty, who would cover small non-executive groups in lecture and discussion sessions on the whole concept of new HRD programme that the corporation was contemplating. When the executive speak to the non-executives on any projected company programme, needing involvement of non-executive, a pinch of salt is always present ! This was true for the initial awareness programme organised for non-executives as well. When it became clear that the message was not really going down to the participants, naturally the question arose whether it was worthwhile going ahead with the rest of the programmes covering the large majority of non-executives.

The HRD group stepped in and rolled back their campaign at least temporarily to review whether everything is going to be okay or not. It was the general view that there is a "receptability block" operating in the communication channel between the executive faculty members and the non-executive faculty. This has to be overcome if the programme is to give the maximum possible return.

It was one of the ideas to try out the next few programmes with faculty drawn from among the non-executives themselves rather than the traditional executive faculty. Employees from the non-executive category with excellent communication comprehension and influencing skills were identified and provided with a briefing as to what exactly is the inherent purpose of the awareness programme.

It was a revolution to find a sea-change in the receptability of participants. Although, the programme input was the same, the difference lay in the fact that earlier the executive faculty used to speak to the non-executive participants, whereas now it was the non-executive themselves functioning as faculty, speaking to their own colleagues in a language perceived as their own. We often tend to forget this and end up reaping a harvest much below our expectation. Therefore it is worth considering : why settle for a lean harvest when you can afford to have the full harvest ! It is small ideas that often bring big result.

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| (a) What is the problem in this case ? | 4 |
| (b) What kinds of HRD campaign do you suggest for non-executives ? | 5 |
| (c) Identify HRD interventions for overall growth of the organisation. | 5 |