

AT-1427

**M.B.A. (Semester-III) Examination
HUMAN RESOURCE DEVELOPMENT**

Time : Three Hours]

[Full Marks : 70

N.B. :— (1) Attempt **ALL** questions.

(2) Figures to the right indicate full marks.

SECTION-A

1. (a) Define HRD and discuss the Value Anchored processes of HRD. How do these processes help an organisation in achieving excellence ? Explain it with relevant examples. 14

OR

- (b) What is HRD climate ? Discuss the significance of HRD climate; also elaborate how it can be developed in an organisation. 14

SECTION-B

2. (a) HRD system is the base of whole organisation. If it is not working properly the whole organisation is going to collapse. Do you agree with this statement ? Justify your answer. 7

- (b) Do you think recent economic liberalization programme of the government of India has made HRD function more important for an organisation ? Your answer should duly list out important HRD areas in the context of changing environment. 7

OR

- (c) What is staffing ? Discuss the importance of staffing as the HRD functions. 7

- (d) Company NEL-KO is a Pepsi bottler in Mumbai. The market of its products are seasonal. It dips in the winter resulting in excess of skilled bottling staff between Oct-Feb. If laid off, these employees will be difficult and costly to replace. Each employee receives three months of intensive training before being fully qualified. There is a huge demand for these employees as well as there is a shortage of bottlers. Analyse the case and give solutions to the company. 7

3. (a) What key activities should be included in HRD interventions for developing an organisation ? 7

- (b) Nisha Company Ltd is having more than 200 employees ; the company is having good market image but from the last year is facing problem of higher level employees' turnover. The survey was conducted to find out the reasons and after the survey reasons are :

- No proper delegation of Authority
- Human Relations
- Lack of challenging work
- Working Environment

As a HR manager what HRD measures will you suggest to eliminate ? 7

OR

- (c) How the socialization and the orientation can help to increase the performance of Individuals ?
- (d) You as a HR Manager, prepare an HRD Model for Aviation Industry considering following points
- Employees should be retained
 - Employees should be satisfied always
 - No turnover. 7

SECTION-C

4. (a) Discuss the different techniques of employee counselling, with elaborating the concept. 7
- (b) Evaluate the Performance Management in educational institute. How would you make it more effective ? 7

OR

- (c) HR Accounting is an attempt to identify and report investments made in Human resources of the organisation. Discuss. 7
- (d) Discuss the resistance to change of an employee. 7

SECTION-D

5. Nilesh started his career with Siron Beverages as a Management Trainee. Being a high performer throughout this career, his expectations from his company was to plan a proper & perfect developmental path for him. The HR at Siron did this on paper but its execution was a Jittery-Jolty ride. Nilesh faced a dilemma of continuing with this company or switch to a new one.
- (1) Analyse the case. 7
- (2) What should be the decision taken by Nilesh as his career's question is there ? 7