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MBA/IIIS/HR-305/12

2012

MASTER OF BUSINESS ADMINISTRATION

[Third Semester Examination]

HUMAN RESOURCE DEVELOPMENT

(Specialisation : *Human Resource Management*)

PAPER—HR 305

Full Marks : 100

Time : 3 hours

The figures in the right-hand margin indicate marks

Candidates are required to give their answers in their own words as far as practicable

Illustrate the answers wherever necessary

**Write the answers to questions of each Half
in separate books**

(Turn Over)

FIRST HALF

[Marks : 50]

1. Answer any *four* questions : 5 × 4
- (a) Identify the basic objectives of HRD.
 - (b) State the need for HRD on the point of organizational sustenance.
 - (c) What are the HRD processes ?
 - (d) 'Development is a long term process, while training is short term one' – Justify the statement.
 - (e) What are the objectives of 'Potential Appraisal' ?
 - (f) What are the possible HRD outcomes through training ?
2. Answer any *two* questions : 10 × 2
- (a) Excel Computer Services, a leading software company, is known for its commitment towards transforming itself into a learning organization. To realize this, it has set up a learning and developing centre called Excel Development Centre (EDC), which provides its employees

world-class facilities for continuous learning. EDC aims not just continuous upgradation of the knowledge and skills sets of its in technical areas but also at their all-round development.

Excel spends around Rs. 5 crores every year to meet the training needs of its employees. Numerous long term and short term programs are arranged to enable the employees keep themselves updated with the latest knowledge in their field enabling them to meet the intellectual demands of the workplace and the industry.

Every employee at Excel is expected to attend 80 hours of training every year. This is in addition to the need based training programs which they are expected to attend at regular intervals.

The development learning centre invites technologists, academicians and behavioral researchers to offer quality training programs to the employees who largely benefit from such programs. EDC has taken may initiatives to realize its goal of developing into an organization that is constantly learning and improving in order to be successful in an extremely dynamic business environment.

By identifying the learning requirements of its employees, essential to meet organizational ends, EDC provides them with adequate inputs. It does this with the help of reputed training institutions and organizations. EDC establishes short-term and long-term associations with such organizations and helps its employees to develop the competencies required to meet the challenges posed by the ever-changing business environment. It further helps its associates to deal with personal and professional challenges by offering counselling programs.

- (i) Excel Computer Services is committed towards transforming itself into a learning organization. Discuss the aspects and features that would help Excel attain this goal.
 - (ii) Citing the example of Excel Development Centre, discuss how organizations can ensure that continuous learning takes place. 5 + 5
- (b) (i) 'Business needs are the driving force of a training programme' – Justify with suitable illustration.

- (ii) With the help of a suitable method illustrate how training needs can be satisfied? 4 + 6
- (c) (i) Discuss the advantages of 360 degree performance appraisal system.
- (ii) What are the hurdles one may face while implementing the above appraisal system? 5 + 5

[*Internal Assessment* : 10 Marks]

SECOND HALF

[*Marks* : 50]

3. Answer any *four* of the following : 5 × 4
- (a) Discuss the importance of HRD competencies.
- (b) Briefly discuss the inherent qualities of an HRD manager.
- (c) How would you, the HRD manager of an organization, plan to tackle employees' resistance to change in an organization ?
- (d) Is there any impact of technology on HRD ?
– Discuss.

- (e) State the difference between proactive change for technology and reactive change for technology.
- (f) Describe the structure and functioning of quality circle in a manufacturing organization.

4. Answer any *two* questions : 10 × 2

- (a) Discuss in detail the objectives of quality circle.
- (b) Briefly discuss the role of HRD Audit for improving the business of an organisation.
- (c) Describe the role of human resource accounting in human resource management.

[*Internal Assessment* : 10 Marks]
