

2014

M B A

3rd 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 full 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.

(First Half)

(Marks : 50)

1. Answer any four of the following : 5×4

- (a) Should the Human Resource Manager consider HRD as essential for the future manpower planning? Illustrate with justification.

(Turn Over)

- (b) What are the objectives of 'Potential Appraisal'?
- (c) Illustrate various elements of good HRD approaches.
- (d) How do you differentiate HRD with Organizational Development?
- (e) Distinguish between Human Resource Management & Human Resource Development with examples.
- (f) Differentiate between Training, Development & Education.

2. Answer any *two* questions : 10×2

- (a) The Marketing Manager of AMK Enterprises, A. K. Ghosh (Ghosh), stepped out of the conference hall in a pensive mood after an important meeting called by the CEO. The meeting was attended by the heads of various departments in the company and was convened to discuss the targets for the coming assessment year. Ghosh had a formidable sales target to achieve and wondered how he would be able to meet those seemingly impossible goals. This fear was further aggravated by the fact that the productivity levels of the employees in the company had been falling. Ghosh was under tremendous pressure from the management to improve the performance of his team. He also had a deal with the decreasing levels of employee morale in his 24 member team. As a first step, Ghosh informed his team members about a meeting that he planned to hold next day. He then drafted a plan of action that he intended to discuss with his team.

The next day, Ghosh began the meeting by informing the members about the corporate meeting he had attended. He then said "We have a difficult task ahead for this year, and your participation and involvement is essential to achieve the goals". Then he invited suggestions from the members regarding the role to be played by each of them. The meeting then progressed on to setting of individual targets for each member as; it was felt that this would help in accomplishing the organizational goals. Specific goals, therefore, set & agreed upon by all the team members. The team aimed to increase organizational profits by 18% over the next six months. They sketched out a plan to achieve the target set for the team and decided they would meet once every two months to monitor the progress.

Two months later, the team met again and reviewed their progress. Ghosh gave a feedback on the performance of each member. The team then collectively identified the areas of improvement and decided upon the measures they would take to overcome their deficiencies. This continued for the rest of the year. The final review meeting was held just before the yearly corporate meeting attended by the top management. The team was surprised to see that they have achieved their targets.

Thus effective planning and control mechanisms helped the team to achieve their short term goals, and this in turn, help in the achievement of the organizational objectives. Besides, the employees were also motivated as the management gave

adequate recognition to their involvement and participation in achieving team goals. The target to be achieving by the team was highly challenging. This further motivated the team members as they had better opportunities to prove their problem solving skills. Thus, the outstanding performance of the sales team helped the organization to achieve its objectives in the long run.

- (i) How the performance improvement can be explained in the light of management by objectives (MBO) ?
 - (ii) What steps are important here to consider the MBO as team goal achievement ?
 - (iii) Explain briefly the process followed in this case.
 - (iv) What are the various advantages for implementing MBO in an organization ?
- (b) Illustrate various functions of Human Resources Development. Represent your views to make Human Resources Development effective in Indian organizations.
- (c) Discuss the various ways to make HRD effective in Indian organizations.

[Internal Assessment : 10 Marks]

(Second Half)

(Marks : 50)

3. Answer any *four* of the following : 5×4
- (a) Distinguish between 'competence' and 'competency'.
What are the competencies required for an HRD
Manager ? 2+3
- (b) What is a 'Quality Circle'? Enumerate its importance
in organization today. 2+3
- (c) Discuss the various myths about HRD.
- (d) What are the strategic implications of HRD ?
- (e) Explain the concept of VRIO framework.
- (f) Write briefly upon technology based skills.
4. Answer any *two* of the following : 10×2
- (a) Discuss the concept of 'Balance Score Card'. Write
down its relevance in today's business context.
3+7
- (b) What do you understand by learning organization ?
Discuss the features of a learning organization.
3+7

- (c) Elaborate the elements of qualities that develop the competency of human resource manager.

[*Internal Assessment : 10 marks*]
