

PG Odd Semester (CBCS) Exam., November—2016

BUSINESS ADMINISTRATION

( 3rd Semester )

Course No. : MBACC-3301

( Human Resource Development )

Full Marks : 70

Pass Marks : 28

Time : 3 hours

*The figures in the margin indicate full marks  
for the questions*

Answer **all** questions

1. (a) Identify at least three definitions of HRD that make sense to the process, activities, and performance of human resources of an organization. 7
- (b) Explain how HRD is a process that combines the processes of various subsets of HRD. 7

**OR**

2. Explain in brief the 'psychological theory components' and 'system theory components' of HRD theory. 14

3. (a) Elaborate 'various components of HRD system'. 7
- (b) What is career motivation? Introduce the various components of career motivation. 7

4. An automobile parts manufacturer (APM) was attempting to institute employee problem-solving teams to improve quality. The action was strongly encouraged by its biggest customer, a major automobile manufacturer. The competition in the original equipment manufacturing (OEM) business is especially fierce. The major automobile manufacturers (Ford, GM, Chrysler, Toyota, Honda, etc.) now demand high-quality parts at extremely low costs and they often play one supplier against the other in order to force the OEM industry to meet their standards.

A training needs analysis of middle- and first-level production managers was conducted. These managers were responsible for operation the parts production system, a system that is highly mechanized and somewhat automated. The labour force in this area is primarily high-school graduates, but many have less educated. The managers' responsibility prior to the change was to ensure that the hourly workers did their jobs

in the proper manner and that the right amount and type of parts were produced to meet the production schedule.

The HRD needs analysis showed low technical knowledge among these managers because they had been hire to monitor the hourly employees. They didn't really understand an equipment and had never operated it. Most of them use a confrontational style in dealing with their subordinates because they feel that if they took a gentler approach, the unionised workforce would take advantage of them. They were all selected on the basis of their high need to control their environment, high need to achieve, and willingness to work with others to get the job done. These traits still characterize this group of managers.

Case questions :

- (a) What is the managerial context in which these managers will be operating? 3
- (b) What type of competencies should be developed in management training? Give your rationale. 3
- (c) What types of training should be used to provide different competencies to managers in this case? 3

- (d) What are the alternatives to management development? Do you think one of these alternatives should be used? 3
- (e) Comment on the methods of alternative on management development. 2

**OR**

- 5. The city of Palm Desert decided to provide training to improve employees' attitudes toward their work and to provide them with skills to be more effective on the job. The 2 days seminar involved a number of teaching methods including a lecture, films, role plays and group interaction. The topics covered were conflict, control, listening communicating, telephone etiquette, body language, delegation, taking orders and others. Throughout the 2 days, the value of teamwork, creativity, and rational decision making was stressed and integrated into training.

All 55 members of non-management employees completed a paper and pencil questionnaire to measure both the attitudes toward job and the perception of their job behaviour. The supervisors also reported through questionnaire about their subordinates.

The data compiled and provided by subordinate revealing information that the trained group did not show any change.

- (a) State what happened to the trained group. Why the group member did not get change? 7
- (b) How would you take the steps those benefits the situation in this case? 7

6. Distinguish between organizational climate and HRD climate. Write a detailed note on components of HRD climate. 4+10=14

7. Explain in brief about the various phases of HRD system design. What are the specific activities need to be carried out at the skilled building phase for HRD system implementation? 10+4=14

**OR**

8. What do you mean by strategic HRD? Explain about the various levels vis-a-vis ranges of HRD strategies implemented to achieve the grand strategies of organization. 4+10=14

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