

HUMAN RESOURCE DEVELOPMENT

(For students admitted in 2017 & 2018 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

(Answer the following: 05 X 10 = 50 Marks)

1 Explain the principal motivations behind the need to invest in HRD by an organization.

OR

2 Elucidate the challenges of HRD in the current scenario.

3 Discuss the steps involved in HRD process.

OR

4 Design a HRD Need Analysis model for employees of a pharmaceutical company.

5 Develop a model for evaluating the effectiveness of HRD in a service organization.

OR

6 Discuss various training methods. Which method/s will be more effective and why?

7 Explain the stages in career development process.

OR

8 Career planning & development is not only the responsibility of employees but also of companies". Do you agree with the statement and justify your argument? Also discuss the issues in career development.

9 What are the characteristics of a good organization culture? Elucidate OCTOPAC culture.

OR

10 Explain the challenges involved in dealing with diversified workforce.

SECTION – B

(Compulsory question, 01 X 10 = 10 Marks)

11 **Case Study:**

Unwanted Promotion

Mrs. Deena joined Syndicate Bank as clerk after M.Sc., in 1968. She was aspiring for the promotion to the officer's post. She completed CAIIB to which certain weightage is given in promotion. After getting the eligibility service in 1972, she applied for an officer's post in the bank under the promotion quota.

She could not get the promotion as her score in the written test was quite low. But at that time she was transferred to her native town, i.e., Rajahmundry. She tried for an officer post several times but could not succeed. She was vexed with her trials. But she was elected to the office of President of local branch of Bank Employees Union. Since then she has become a problem to the management. She could solve a number of problems of the members of her union.

Contd. in page 2

Consequently almost all the clerks of the branch joined her union. However, she has been continuing her trials for the officer's post. She was not given the promotion in 1980 though she got more than the minimum score in the written test, on the ground that her interview score was less than the minimum. In fact, the confidential report of the branch manager regarding her trade union activities worked against her in this case. With this failure she decided not to make any further trials and activated the trade union activities. Further, she started a business of dealership in automobiles. She succeeded, in diverting the deposits of the business community in her bank to other banks. Management has decided to promote her to the Officer cadre based on the recommendations of the new branch manager. One day Mrs. Deena received appointment order for the Officer's post from the head office of the bank. All the colleagues including the branch manager congratulated her. But she said that she does not want that promotion. It was a quite surprising to all of them.

Questions:

- (a) Do you think that the management's action of not selecting Mrs. Deena in 1980 basing on the confidential report of the Branch Manager is right?
- (b) Why does Mrs. Deena not want promotion?

Code: 17E00306

MBA III Semester Regular & Supplementary Examinations November/December 2019

HUMAN RESOURCE DEVELOPMENT

(For students admitted in 2017 & 2018 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

(Answer the following: 05 X 10 = 50 Marks)

- 1 Discuss the significance and functions of HRD.
OR
- 2 Explain the various dimensions of HRD and how does it portray HRD climate prevailing in an organization.
- 3 As a HR manager if you are entrusted the task of designing the HRD programme, how would you go about it? You have to impress the top management about the credibility of the training function.
OR
- 4 Explain various HRD interventions and discuss their role.
- 5 What is the purpose HRD evaluation and discuss Kirkpatrick evaluation framework.
OR
- 6 Explain the role of technology in training and discuss emerging training methods
- 7 Design a career management model that will serve the interests of company as well as the employees.
OR
- 8 Discuss the stages of life and career development.
- 9 How is organizational culture created and sustained? Discuss.
OR
- 10 What is workforce diversity? Discuss the challenges of dealing with different generations of workforce.

SECTION – B

(Compulsory question, 01 X 10 = 10 Marks)

11 **Case Study:**

It has been a long and eventful journey of almost a century across 21 countries. Starting in 1908 from a small building in Baroda to its new hi-rise and hi-tech Baroda Corporate Centre in Mumbai is a saga of vision, enterprise, financial prudence and corporate governance. Training interventions have a strong history since 1948 when a batch of young officers was sent to United Kingdom for training. The Joint Staff Training College with Bank of India at Mumbai was set up in 1962 for imparting training to officers in banking skills. The Bank of Baroda Staff College at Ahmedabad was started in 1964 for training officers in banking and upgraded to conduct management development programme with residential facilities in 1978.

Contd. in page 2

The N.M. Chokshi College for International Banking and New Financial Services was started in Mumbai in 1989 for training officers in foreign exchange, international dealing and new financial services. The Bank of Baroda College for Information Technology was started in 1999 at Baroda to impart advanced skills in the area of information technology. The first regional training centre was established at Baroda in 1970 to conduct job-oriented training programmes for clerical and subordinate staff members and the bank now has twelve regional training centres spread across the country to handle the basic training courses. With over 46,000 employees in three cadres and ten pay scales spread across 3,000 and odd branches in 21 countries, analysing the training needs is really a challenge to HR.

Level One: Every year around April-May, a corporate level meeting is conveyed by the Chairman and Managing Director of the bank with the Zonal heads to discuss the training needs. Zonal heads for their part collect the information from their offices and branches about training needs and make a presentation. The Branch Managers identify the needs by discussing with employees, by referring to the employee performance appraisals, by considering the audit and inspection reports, by referring to the customer complaints, and by analysing the business plans. The regional office compiles the said information and sends it to the zonal office. Regulatory agencies like the Reserve Bank of India and the Ministry of Finance may have issued guidelines for conducting mandatory training programmes like 'reservation roster policy' 'harassment-free policy', etc. The corporate strategic decisions are also shared with the zonal managers to understand the overall training needs of the Bank. All these exercises result in preparing a training calendar along with the types of programmes to be conducted.

Level Two: The training calendar is sent to all the regional offices and very large branches apart from other administrative offices. The HR managers in regional offices go through the data available with them; about training requests made by branches, performance appraisal reports of employees, newly appointed employees needing training, existing employees posted to new job roles, employees promoted to new positions, the automation work to be initiated, the new kind of work to be performed and the statutory compliance to be met. There may be employees who for personal reasons like family commitments may not want to attend training programmes in far-off places. For such employees the HR department of the region identifies the need to conduct locational programmes at places which are nearest to them.

The trade unions may have requested for conducting particular type of training programmes for employees like 'relational skills for HR officers'. The Association for scheduled castes, scheduled tribes and other backward class employees may have requested for conducting additional training programmes for their members to enhance their skills. Then there are special needs peculiar to certain branches. For example, 10 out of 50 branches in a region are moving towards core banking solutions. For such branches a programme on core banking solution may have to be organized.

Considering all the facts and circumstances discussed above, the HR Managers at the regional office identify the employees to be sent for training by making sure from the official records that the concerned employees have not undergone the said programmes earlier.

Analyze the case study and answer the following questions:

- (i) What, according to you, are the finer aspects of needs analysis in Bank of Baroda?
- (ii) If you had to conduct HRD needs assessment for a new job in the organization, how do you proceed?
- (iii) HR managers sitting in regional office cannot understand the needs of the branches. Therefore, branch managers should be empowered to identify and nominate employees for training. Discuss.

MBA III Semester Supplementary Examinations May 2019
HUMAN RESOURCE DEVELOPMENT
(For students admitted in 2017 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

(Answer the following: (05 X 10 = 50 Marks)

- 1 Write about the challenges in human resource development.
OR
- 2 Explain the need to develop the human resource in the present scenario.
- 3 How to design training programmes? What are the merits to be possessed by the trainers?
OR
- 4 What is meant by organizational culture and explain organizational analysis in HRD?
- 5 Explain different types of training methods.
OR
- 6 Write about assessing the impact of HRD programs in monetary terms.
- 7 What is motivation in career development and write the stages of life & career development?
OR
- 8 Explain in detail about the issues in career development.
- 9 Discuss organizational culture. Highlight the importance and various dimensions of organizational culture.
OR
- 10 Write about discrimination adapting to demographic changes.

SECTION – B

(Compulsory question, 01 X 10 = 10 Marks)

11 **Case Study:**

The Loha manufacturing company is in a very competitive metal products business. It employs 4,000 people. Because of the similarity in the product design and competitive price with those of its competitors. It maintains its sales by emphasising quality and service. About a year ago, the company lost two of its major customers, who had been dissatisfied with excessive manufacturing defects. After studying the problem, the company decided that its basic engineering was sound but carelessness and lack of quality consciousness on the part of production workers, inspectors, and manufacturing supervision were a prime cause of the trouble. Accordingly, it introduced a quality control programme to solve the problem. The course was given after working hours, from 7.00 to 9.00 p.m. each Thursday for 10 weeks. Employees were not paid any additional amount to attend the classes. Technically, attendance was voluntary; however management intimated that employees who attended sincerely would have the fact recorded in their personnel records.

Contd. in page 2

This fact would be considered in future pay rise and promotions. The course was taught by a staff engineer from the quality control department. The course methodology mainly consisted of lectures, and at times movies on quality control and some discussions. The course covered such topics as the need for high quality, "quality can't be inspected into a product, it must be built in", conditions affecting quality, costs of poor quality, inspection standards, inspection procedures and methods, statistical quality control, sampling inspection and control chart procedures. The course was open to all interested employees in the plant, including supervisors. Attendance at the early sessions averaged around fifty. Towards the end of the course it had declined to about twenty-five.

The training manager made the following comment at the conclusion of the course. "Rajan (the instructor) did a good job of lecturing. He was interested, informative, and spiced his talks with humour at appropriate times. It was not his fault that attendance fell off."

Questions:

- (a) Do you think this training programme was organized and administered properly?
- (b) Are there any other training methods that could properly have been used?

Code: 17E00306

MBA III Semester Regular Examinations November/December 2018

HUMAN RESOURCE DEVELOPMENT

(For students admitted in 2017 only)

Time: 3 hours

Max. Marks: 60

SECTION – A

(Answer the following: (05 X 10 = 50 Marks)

- 1 What is HRM and explain its development functions?
OR
- 2 What are the objectives and importance of human resource management?
- 3 "Training is tool to be considered as a investment for an organization not as an expenditure" comment your views.
OR
- 4 Explain the objectives of HRD intervention and write about prioritizing HRD needs.
- 5 Explain types of data collections for HRD program evaluation.
OR
- 6 Explain the purpose of HRD evaluation and write Kirkpatrick's evaluation.
- 7 Define career development and its process.
OR
- 8 Suggest a systems approach towards creating a career development programs.
- 9 Explain the changes in labour market and critically evaluates its causes.
OR
- 10 Discuss the important characteristics and various dimensions of organizational culture.

SECTION – B

(Compulsory question, 01 X 10 = 10 Marks)

11 **Case Study:**

Unwanted Promotion

Mrs. Deena joined Syndicate Bank as clerk after M.Sc., in 1968. She was aspiring for the promotion to the officer's post. She completed CAIIB to which certain weightage is given in promotion. After getting the eligibility service in 1972, she applied for an officer's post in the bank under the promotion quota.

She could not get the promotion as her score in the written test was quite low. But at that time she was transferred to her native town, i.e., Rajahmundry. She tried for an officer post several times but could not succeed. She was vexed with her trials. But she was elected to the office of President of local branch of Bank Employees Union. Since then she has become a problem to the management. She could solve a number of problems of the members of her union.

Consequently almost all the clerks of the branch joined her union. However, she has been continuing her trials for the officer's post. She was not given the promotion in 1980 though she got more than the minimum score in the written test, on the ground that her interview score was less than the minimum. In fact, the confidential report of the branch manager regarding her trade union activities worked against her in this case. With this failure she decided not to make any further trials and activated the trade union activities. Further, she started a business of dealership in automobiles. She succeeded, in diverting the deposits of the business community in her bank to other banks. Management has decided to promote her to the Officer cadre based on the recommendations of the new branch manager. One day Mrs. Deena received appointment order for the Officer's post from the head office of the bank. All the colleagues including the branch manager congratulated her. But she said that she does not want that promotion. It was a quite surprising to all of them.

Questions:

- (a) Do you think that the management's action of not selecting Mrs. Deena in 1980 basing on the confidential report of the Branch Manager is right?
- (b) Why does Mrs. Deena not want promotion?
