

2010

**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]

I. Answer any *four* questions : 5x

- (a) How do you differentiate HRD with Organizational Development ?
- (b) Illustrate the terms Training, Development and Education.
- (c) What are the primary responsibilities of a HRD manager ?
- (d) How HRD helps an organization in respect of its long term sustenance ?
- (e) Should the Human Resource Manager consider HRD as essential function for the future manpower planning? Illustrate with justification.
- (f) Comment on the role of Line Management in the light of HRD.

2. Answer question 2(a) and any *one* from the rest : 10×2

**(a) CASE STUDY**

**Reinventing the Wheel at Apex Door Company**

Jim Delaney, president of Apex Door, has a problem. No matter how often he tells his employees how to do their jobs, they invariably “decide to do it their way,” as he puts it, and arguments ensue between Jim, the employee, and the employee’s supervisor. One example is the door-design department, where the designers are expected to work with the architects to design doors that meet the specifications. While it’s not “rocket science,” as Jim puts it, the designers invariably make mistakes — such as designing in too much steel, a problem that can cost Apex tens of thousands of wasted dollars, once you consider the number of doors in, say, a 30-story office tower.

The order processing department is another example. Jim has a very specific and detailed way he wants the order written up,

but most of the order clerks don't understand how to actually use the multipage order form. They simply improvise when it comes to a detailed question such as whether to classify the customer as "industrial" or "commercial".

The current training process is as follows. None of the jobs has a training manual per se, although several have somewhat out-of-date job descriptions. The training for new people is all on the job. Usually, the person leaving the company trains the new person during the one- or two-week overlap period, but if there's no overlap, the new person is trained as well as possible by other employees who have filled in occasionally on the job in the past. The training is basically the same throughout the company—for machinists, secretaries, assemblers, engineers, and accounting clerks, for example.

[Source : Garry Dasler—Introduction to  
Human Resource Management ]

*Questions :*

1. What do you think of Apex's training process? Could it help to explain why employees "do things their way" and if so, how?

2. Explain in detail what you would do to improve the training process at Apex. Make sure to provide specific suggestions, please. 5 + 5
- (b) Illustrate various functions of Human Resource Development. Represent your views to make Human Resource Development effective in Indian organization. 4 + 6
- (c) What are the various advantages of implementing "Employees Performance Appraisal" in organizations? Discuss the various phases of the MBO process that may help a team to achieve its goal. 3 + 7

[ *Internal Assessment* : 10 Marks ]

## SECOND HALF

[ *Marks* : 50 ]

3. Answer any *four* questions : 5 × 4

(a) "Absorption of new technology in an industry is directly related to HRD." Justify.

- (b) "Management style has a great importance in building organization culture." Do you agree? Why or Why not?
- (c) Illustrate the steps involved in Competency Mapping.
- (d) How do Quality Circles differ from Workers Participation in Management?
- (e) How does HRD audit benefit the employees in organizations?
- (f) Why is strategic HRD important in contemporary business scenario?

4. Answer any *two* questions : 10x

- (a) Why HRD competencies are important for any organization? Indicate the short falls of Indian Industries with respect to HRD competencies; also give your suggestions to overcome the same. 3 +
- (b) What are Quality Circles? How quality circles relate to HRD? What are the problems with quality circles? 3 + 4 +

- (c) Define and explain the concept of HRD audit.  
How HRD audit helps in business improvement? 5 + 5

**[ Internal Assessment : 10 Marks ]**