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(May/June)

BUSINESS ADMINISTRATION

(Honours)

(Human Resource Development)

[BBAH–403 (b) (HR)]

Marks : 75

Time : 3 hours

The figures in the margin indicate full marks for the questions

PART—A

(*Marks* : 15)

UNIT—I

1. Define human resource development. 3

Or

What are the objectives of human resource development?

UNIT—II

2. What should the HRD department do to achieve HRD objectives? 3

Or

What is a developmental climate?

UNIT—III

3. Is a training calendar required for an organization? Justify your answer. 3

Or

How does learning affect the development of human resources?

UNIT—IV

4. What are the basic differences between a structured and an unstructured discussion? 3

Or

Describe sensitivity training.

UNIT—V

5. What is the difference between HR audit and HRD audit? 3

Or

Explain the functions of an HRD auditor.

PART—B

(*Marks* : 50)

UNIT—I

6. How did the need for human resource development arise? 10

Or

Differentiate between culture and climate. What are the factors/attributes required by an organization so as to develop an HRD culture? 2+8=10

UNIT—II

7. Briefly describe an HRD framework showing the processes, techniques and outcomes in an organization. 10

Or

What is a reward? What are the different types of reward systems that can be implemented in an organization? How does it help in development of human resources? 2+4+4=10

UNIT—III

8. Why is evaluation of training required? What methods will you use to evaluate the effectiveness of training? 2+8=10

Or

What types of training will you provide to different types/levels of employees in an organization? Briefly describe them. 10

UNIT—IV

9. Differentiate between the following : 5+5=10

(a) Case study and Incident method of training

(b) Vestibule and Simulation training

Or

(a) What are management games? How do management games help in developing human resources? 2+2=4

(b) What are the different ego states exhibited by an individual? Briefly describe each one. 6

UNIT—V

10. How can HRD audit help in business improvements? 10

Or

Describe in detail any two methods employed for HRD audit. 5+5=10

PART—C

(*Marks* : 10)

Read the following situation and answer the questions given below :

Alice and Frank both of them are postgraduates in management under different streams from the same B-School. Both of them are close to each other from the college days itself and the same friendship is continuing in the organization too as they are placed in the same company, Infotech solutions. Alice placed in the HR department as employee counsellor and Frank in the finance department as a key finance executive. As per the grade is concerned, both are at the same level but when responsibility is concerned Frank is holding more responsibility being in core finance.

By nature, Alice is friendly in nature and ready to help the needy. Frank is silent in nature and ready to help if approached personally and always a bit egoistic in nature. They have successfully completed 4 years in the organization. The management is very much satisfied with both of them as they are equally talented and constant performers.

Alice felt that now-a-days Frank is not like as he uses to be in the past. She noticed some behavioural changes with him. During general conversations, she feels that Frank is taunting her that she is famous among the employees in the organization, on the other hand, he is not even recognized by fellow employees.

One morning Mr. McCann, General Manager, Infotech solutions was shocked while going through the mail received from Frank about his resignation. Mr. McCann called Alice immediately and discussed the same as she is close to Frank. By hearing the news, Alice got stunned and said that she did not know this before she also revealed her current experience with him. Mr. McCann who does not want to lose both of them promised her that he will handle this and he won't allow Frank to resign.

In the afternoon, Mr. McCann took Frank to the canteen to make him comfortable, after some general discussion he starts on the issue. Frank, after some hesitation, opened his thinking in front of Mr. McCann. The problem of Frank is—

(1) when he comes alone to canteen the people don't even recognize him but if he is accompanied by Alice he gets well treated by others;

(2) one day both of them entered the company together, the security in the gate wished them but the next day when he came alone the same security did not do so;

(3) even in meetings held in the office, the points raised by Alice will get more value so many times he keeps silent in the meeting.

It happens to Frank that he has to face such degradation in each day of work which totally disturbs him. Frank also questioned that, "Alice and myself have the same qualification, from the same institute, passed out in the same year both with first class. We have the same number of experiences in this organization. Moreover, the responsibilities with me are more valuable than those of Alice. After all these things, if I am been ignored or unrecognized by the fellow employees my ego does not allow me to continue here."

By listening to this statement, Mr. McCann felt that it is not going to be very difficult to stop his resignation. Mr. McCann explained Frank the reasons for such partial behaviour of the employees.

After listening to Mr. McCann, Frank said sorry for his reaction and he is ready to take back his resignation. Accordingly, he called Alice and spoke with her like before.

Questions :

11. What do you think is the actual reason behind other people recognizing and talking to Alice and not Frank? 5

12. What reasons did Mr. McCann give to Frank to help change his mind about the resignation? 5

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