



RD-4445-46

M.B.A. (Sem. IV) Examination

April / May – 2010

Human Resource Planning & Development System & Strategies

(HR Elective)

Time : 3 Hours]

[Total Marks : 100

RD-4445

Instructions : (1)

नीचे दर्शाविए निम्नलिखित विगतो उत्तरवडी पर अवश्य लपनी. Fillup strictly the details of signs on your answer book.	Seat No. :
Name of the Examination :	<input type="text"/>
M.B.A. (Sem. IV)	<input type="text"/>
Name of the Subject :	<input type="text"/>
Human Resource Planning & Development System & Strategies	<input type="text"/>
Subject Code No. : <input type="text"/> 4 <input type="text"/> 4 <input type="text"/> 4 <input type="text"/> 5	Section No. (1, 2,.....) : <input type="text"/> 1
	Student's Signature

- (2) Question number 1 is **compulsory**. Answer any two from Q. No. 2,3, and 4 in Section I.
- (3) Attempt **all** questions in Section II.
- (4) Use **separate** answer books for each section.

- 1 "There are six foci/targets of HRD viz" The person, the role, the dyed, the team, the inter team and the organization. The scope of HRD is to develop and increase the effectiveness and potential of these human units". Elaborate the statement and discuss the role and process of HRD in developing the human units, with example. 18
- 2 What is a linkage between HRD instruments, process and outcome for organizational effectiveness? 16
- 3 According to one view point, it is easier for the firm to find a new business strategy to go with existing HR practices and competencies than to develop new HR practices and competencies to match with the new business strategies. 16
 - (a) Do you agree? Explain the rationale behind the viewpoint.
 - (b) Cite examples of organization that have relied on distinctive practices to attain competitive advantages.

- 4 Discuss the HRD initiatives to be implemented to : 16
- Enhance workers productivity levels
 - Enable workmen to overcome resistance to technological change
 - improve work situations for workers.

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<p>नीचे दृशविल निशानीवाणी विगतो उत्तरवडी पर अवश्य लखवी. Fillup strictly the details of signs on your answer book.</p> <p>Name of the Examination : <input style="width: 90%;" type="text" value="M.B.A. (Sem. IV)"/></p> <p>Name of the Subject : <input style="width: 90%;" type="text" value="Human Resource Planning & Development System & Strategies"/></p> <p>Subject Code No. : <input style="width: 20px;" type="text" value="4"/> <input style="width: 20px;" type="text" value="4"/> <input style="width: 20px;" type="text" value="4"/> <input style="width: 20px;" type="text" value="6"/> Section No. (1, 2,.....): <input style="width: 20px;" type="text" value="2"/></p>	<p>Seat No. :</p> <table border="1" style="width: 100%; height: 20px; border-collapse: collapse;"> <tr> <td style="width: 15%;"></td> <td style="width: 15%;"></td> <td style="width: 15%;"></td> <td style="width: 15%;"></td> <td style="width: 15%;"></td> <td style="width: 15%;"></td> </tr> </table> <div style="border: 1px solid black; border-radius: 15px; padding: 10px; width: 100%; height: 80px; margin-top: 10px;"> <p style="text-align: center;">Student's Signature</p> </div>						

- Question number 1 is **compulsory**. Answer any two from Q. No. 2,3, and 4 in Section I.
- Attempt **all** questions in Section II.
- Use **separate** answer books for each section.

Write short notes : (any four)

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- HR-OD-IR linkage.
- Compare and contrast the concept of HRD for workers and HRD for executives.
- Need for Competencies Mapping.
- Turnaround Management.
- OCTAPAC.
- HRM in 2020.

Read the case and answer the question given at the end.

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HRD Implementation at ABC Oil Corporation.

The Human Resource Development Programme was decided to be initiated in ABC Oil Corporation as a totally fresh and uncontaminated idea. To introduce HRD as afresh idea was in itself an innovative idea. Since Corporation had well established HRM policies and practices. Yet the very idea was mooted as a concept; accepted as a principle, presented to the Top Management in the company represented by the Directors and got cleared for introduction as a necessary intervention, considered the growth and development plans of the organization.

To start with the road show of the concept comprised a wide comparison to create extensive awareness that HRD, as an issue, was everybody's baby and that it needs to be properly nurtured and cared for. When the whole objective was explained to critical senior management groups; the concept received wide acceptance. After all, any new idea should be worth looking into.

The Top and Senior Management groups in the corporation thus backed and accepted in principle the process of undertaking company wide-campaign for the new look of HRD programme. This no doubt implied that the established policies will continue to be operated but are liable to be tested for validity and modified for deficiency, wherever called for.

The awareness campaign was set up in motion with great vigour and gusto. The initial campaign was concentrated on executives at all levels. This pre supposed two things top management as a vanguard action and executive involvement as a lead group activity. Within a short period, conferences, seminars, work shops and training programs were designed, drawn up and delivered through out the organization to cover virtually every executive.

What was missed in this process was the large bulk of non-executives. Though there was a plan to cover them in the second leg of the campaign, the very fact that the initial efforts was going only in the direction of the executives created its own rustles and rumbles.

The HRD groups who were spearheading and controlling the HRD activities naturally had to take notice of the message which has come too soon from the non executives. It was therefore only natural to recognize with out waiting for the second leg of the campaign the need was to advance the campaign schedule and initiate the HRD awareness program for the non executives as well. After all, the milk has to be given gladly to the baby which started crying!

But the process of covering the large mass of non executive employees was not an easy task. The number as well as spread at numerous locations through out the country made the task much more difficult. Yet it was felt necessary to achieve maximum number of non executive employees to one day "HRD awareness program." The program outline was certainly designed, but the specific inputs were left to be decided by the divisional and unit functionaries.

The program design provided for the executives as faculty who would cover the non executive groups in lecture and discussions session on the whole concept of the new HRD program that the corporation is contemplating. When executives speak to the non executives, a pinch of salt is always present! This was

true for the initial awareness program organized for the non executives as well. When it was clear the message as not really going down to the participants, naturally the question arose whether it was worth while going ahead with the rest of the program concerning the large majority of non executives.

The HRD group stepped in and rollec back their campaign at least temporarily to review whether everything is going to be okay or not. It was the general view that there is a receptability block operating in the communication channel between faculty member and the non-executive participants. This has to be overcome, if the programme is to give the maximum possible return.

It was one of the ideas to try out the next few programmes with the faculty drawn from the non-executive themselves, rather than the traditional executive faculty. Employees from the non-executive category with excellent communication, comprehension and influencing skills were identified and provided with the briefing as to what exactly is the inherent purpose of the awareness programme.

It was the revelation to find sea-change in the receptability of participants. Although, the programme inputs was the same but deliverance was the way by which non-executives could perceived as their own. We often tend to forget this and end up reaping a harvest much below expectation. Therefore, it's worth considering that why settle for a lean harvest when you can afford to have full harvest. Its is the small idea that often bring big result, rest it remained in the history of ABC Oil Corporation about its successful implementation of HRD policies and practices.

Questions :

- (i) What is the organization problem you see in this case? Elaborate. 8
- (ii) What is the receptability block? Explain. 8
- (iii) What kind of training programme would you suggest as a part of the campaign for HRD awareness programme for non-executives. 8
- (iv) As a HRD executive, what better intervention you would suggest in implementing the HRD practices at ABC Oil Corporation. 10

