MB-116C

Sl.No. : **Total No. of Pages : 3**

Third Semester M.B.A. Degree Examination, May/June - 2023
(Non CBCS) (SLM Scheme)
MANAGEMENT
Strategic Human Resource & Development (Elective - C)

Time : 3 Hours **Max. Marks : 80**

SECTION - A

Q1) **Answer any five sub-questions. Each sub-question carries three marks :** **[5 × 3 = 15]**

a) Mention the qualities of good human resource manager.

b) Differentiate between HRD and HRM.

c) What are the roles of Intellectual capital in HRD?

d) Write any two factors considered for leadership development.

e) What is HR Audit?

f) What are the reasons for change?

g) What is Human Resource Information system?

SECTION - B

Answer any four questions. Each question carries five marks : **[4 × 5 = 20]**

Q2) What are the roles and competencies of HRD professionals?

Q3) Discuss the strategic approach to training and development.

Q4) What are the factors to be considered for successful career planning?

Q5) What are the different ways of benchmarking the HR practices?

Q6) Define stress. Explain the techniques of stress management.

Q7) What are the different dilemmas that are faced by HR head due to globalization?

SECTION - C

Answer any three questions. Each question carries ten marks : [3 × 10 = 30]

Q8) What is Human Resource Development? Describe its salient features and objectives in the Indian context.

Q9) Define the process of HRD. Explain Human resource needs assessment.

Q10) What are the limitations of career planning and development? Suggest measures to overcome them.

Q11) Describe the various competency mapping models. How do they help in designing compensation system?

Q12) What special training do overseas candidates need? In what ways is such training similar to and different from traditional diversity training?

SECTION - D

Q13) **Case (Compulsory) : [1 × 15 = 15]**

The personnel office of Prabhath Chemicals Limited informed the middle managers, through a circular that a group of consultants would be calling on them later in the week to provide training on team building. The consultants would be emphasizing on how to develop team work and to build inter group relationships throughout the company. The information also contained the approach to be adopted by the consultants and explained the five steps process of team buildings : problem sensing, examining differences, giving and receiving feedback, developing interactive skills and follow up actions. The circular also include a note on the utility of team building in organizational effectiveness.

On receiving the circular, middle managers felt tense as they thought teambuilding as an exercise involving a lot of hocus-pocus as they thought team sensitivity training exercises in which participants used to attack each other and let out their aggression by heaping abuse on those disliked.

Therefore, the managers felt that the consultants were not needed for team building. One of the managers commented "now we understand what is involved in team building, we can go ahead and conduct session ourselves. All we have to do is to choose a manager who is liked by everyone and put him in the role of change agent/consultant. After all, you really do not need high-priced, consultants to do this team building stuff. You just have to have a good feel for human factor". The other managers generally agreed. However, the corporate personnel director turned down their suggestions and proceeded with his original programmed of hiring consultants.

Questions :

a) Why did middle managers show resistance to team building approach of organization development?

b) Do you think the managers had accurate view of team building concept and role of external consultant in that?

c) Did corporate personnel office sell the concept of team building and its usefulness properly to middle managers? What actions that the department has taken?

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