MB-116C

Sl. No.

III Semester M.B.A. Degree Examination, May/June - 2026

MANAGEMENT

Strategic Human Resource and Development

(Non-CBCS Scheme) (Elective - C)

Time : 3 Hours **Maximum Marks : 80**

SECTION - A

Answer any Five sub-questions. Each sub question carries Three marks. (5×3=15)

1. a) Distinguish between HRD and HRM.
b) Briefly mention the qualities of a good Human Resource Manager.
c) Distinguish between training and development.
d) What do you understand by career planning?
e) Briefly discuss Manpower Planning.
f) What is a Balance Score Card?
g) Briefly explain Organizational Development.

SECTION - B

Answer any Four questions. Each question carries Five marks. (4×5=20)

2. EXplain the functions of HRD.
3. Discuss the relevance of competency and competency mapping.
4. Write a note on Organisational Development Strategies.
5. Discuss Induction and Orientation Programme's importance in an organization.
6. Write a note on HR Audit and Hr Accounting.
7. Write the importance of Organization Change Management.

SECTION - C

Answer any Three questions. Each question carries Ten marks. (3×10=30)

8. Explain Organisational Development Process.
9. List the different types of training methods and explain off-the job training methods.
10. Discuss the impact of globalization on HRD practices with examples.
11. Explain the steps involved in career planning.
12. Explain the strategies for improving organisational effectiveness.

SECTION - D
(Compulsory)

13. Case study. **(1×15=15)**

Mrs. Jancy works with TBL global services, IT project management company, in the HR department. Jancy is known for her involvement not only in her duties but also in other

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various activities of the department. She was aware of many minute details about the department throughout her tenure. Hence she becomes a point of contact for any such information which often consumes her time.

She is loaded with responsibilities very often, sometimes given to her and sometimes taken by her. In the beginning, she was happy with her profile and gave her the best in all the responsibilities with her. When years pass and she gets elevated to higher responsibilities she becomes overloaded. Still, she was happy with her job.

One fine day suddenly, she realized that many of her colleagues complete their work on time and also equally take care of their personal life. On the other hand, Jancy, having been loaded with responsibilities completed it partially at work and partially during her personal time. This becomes a reason for her stress.

She started questioning her ability to not being able to complete her work at the scheduled time. Later, she understood that apart from given responsibility she was involved in many other crucial activities of the department which becomes her additional responsibility which slowly the people forget that it is not under her job profile.

Jancy Being highly disturbed started feeling her job as a burden. She thought she can't come out of this because the habit which she developed for herself and her coworkers is irreversible. So she finally decided to take a break from her job.

She fixed an appointment with the head HR, Mr. Ratan, for her resignation. He knows the fact that her involvement is irreplaceable and he also knew that she can be his competitor in a very short period, so, he had some other plans for her.

During the conversation, Ratan understood that Jancy is highly stubborn in leaving the job. So he convinced her to do work from home and advised her to limit her responsibilities as she will not come in any direct contact with the employees. Jancy happily accepted the option and she felt relaxed.

At the same time, Mr. Ratan was reporting to CEO Mr. Vedant "Sir, I didn't accept the resignation. I have given Jancy the option of work from home and she accepted to continue the job". Mr. Vedant asked "but Ratan how did you made her accept this offer. And why you have given this option. As per her colleagues, her nature of doing the job is a key component". Mr. Ratan with a smile replied "Sir I advised her to limit her responsibilities to her profile by opting for work from home. She accepted the offer, And I am very sure that her very nature of involvement will not allow her to restrict her responsibility even after opting for work from home". So I am not going to lose the benefit of her involvement.

Mr. Vedant was worried by the last words of Ratan, he thought, "How I am going to execute my plan of replacing Jancy in Ratan's position of Head HR as she opted for work from home and why did Ratan has that option to her, Is this a planned show".

Question:

Whose assumption is correct Jancy or Ratan? According to you what could be the reason for Jancy being overloaded is it the fault of organizational structure or the nature of Jancy?
