

MBA III Semester Supplementary Examinations September/October 2022  
**HUMAN RESOURCE DEVELOPMENT**  
 (For students admitted in 2018, 2019 & 2020 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

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**SECTION – A**

(Answer the following: 05 X 10 = 50 Marks)

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|----|--|----|
| 1  | (a) Define HRD. Discuss major objectives of HRD.   | 5M |
|    | (b) What is HRM and explain its development functions?   | 5M |
|    | OR   |    |
| 2  | (a) Present the current challenges of HRD.   | 5M |
|    | (b) What is HRD? Explain its significance.   | 5M |
|    | OR   |    |
| 3  | (a) Explain various HRD interventions.   | 5M |
|    | (b) Discuss the qualities of a HRD manager.  | 5M |
|    | OR   |    |
| 4  | (a) Write notes on role analysis, qualities of a trainer.  | 5M |
|    | (b) State the role of trainers in HRD.   | 5M |
| 5  | (a) What do you mean by training? What are the reasons for the growing usage of external training in present situations? | 5M |
|    | (b) Explain the role of technology in training.  | 5M |
|    | OR   |    |
| 6  | (a) Write about assessing the impact of HRD programs in monetary terms.  | 5M |
|    | (b) Write about Kirkpatrick's evaluation frame work.   | 5M |
| 7  | (a) How do you think career development is affected by changes in technology and by changes in structure?                | 5M |
|    | (b) Define career development and its process.   | 5M |
|    | OR   |    |
| 8  | (a) Discuss the stages of life and career development.   | 5M |
|    | (b) What is the role of HR staff in designing and implementing career development programmes?                            | 5M |
| 9  | (a) How does a strong culture affect an organization's efforts to improve diversity?                                     | 5M |
|    | (b) How can culture be a liability to an organization?   | 5M |
|    | OR   |    |
| 10 | (a) Explain the changes in labour market and critically evaluate its causes.   | 5M |
|    | (b) There are a number of demographic variables that can affect a business. Explain with example.                        | 5M |

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**SECTION – B**

(Compulsory question, 01 X 10 = 10 Marks)

11

**Case Study/Problem:**

Mrs. Deena joined Syndicate Bank as clerk after M.Sc., in 1968. She was aspiring for the promotion to the officer's post. She completed CAIIB to which certain weightage is given in promotion. After getting the eligibility service in 1972, she applied for an officer's post in the bank under the promotion quota. She could not get the promotion as her score in the written test was quite low. But at that time, she was transferred to her native town, i.e., Rajahmundry. She tried for an officer post several times but could not succeed. She was vexed with her trials. But she was elected to the office of President of local branch of Bank Employees Union. Since then, she has become a problem to the management. She could solve a number of problems of the members of her union. Consequently, almost all the clerks of the branch joined her union. However, she has been continuing her trials for the officer's post. She was not given the promotion in 1980 though she got more than the minimum score in the written test, on the ground that her interview score was less than the minimum. In fact, the confidential report of the branch manager regarding her trade union activities worked against her in this case. With this failure she decided not to make any further trials and activated the trade union activities. Further, she started a business of dealership in automobiles. She succeeded, in diverting the deposits of the business community in her bank to other banks. Management has decided to promote her to the Officer cadre based on the recommendations of the new branch manager. One day Mrs. Deena received appointment order for the Officer's post from the head office of the bank. All the colleagues including the branch manager congratulated her. But she said that she does not want that promotion. It was a quite surprising to all of them.

**Questions:**

- (a) Do you think that the management's action of not selecting Mrs. Deena in 1980 basing on the confidential report of the Branch Manager is right?
- (b) Why does Mrs. Deena not want promotion?

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10M

Code: 17E00306

MBA III Semester Supplementary Examinations October 2020

**HUMAN RESOURCE DEVELOPMENT**

(For students admitted in 2017 & 2018 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

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**SECTION – A**

(Answer the following: 05 X 10 = 50 Marks)

- 1 Explain the principal motivations behind the need to invest in HRD by an organization.  
OR
- 2 Elucidate the challenges of HRD in the current scenario.
- 3 Discuss the steps involved in HRD process.  
OR
- 4 Design a HRD Need Analysis model for employees of a pharmaceutical company.
- 5 Develop a model for evaluating the effectiveness of HRD in a service organization.  
OR
- 6 Discuss various training methods. Which method/s will be more effective and why?
- 7 Explain the stages in career development process.  
OR
- 8 Career planning & development is not only the responsibility of employees but also of companies". Do you agree with the statement and justify your argument? Also discuss the issues in career development.
- 9 What are the characteristics of a good organization culture? Elucidate OCTOPAC culture.  
OR
- 10 Explain the challenges involved in dealing with diversified workforce.

**SECTION – B**

(Compulsory question, 01 X 10 = 10 Marks)

11 **Case Study:**

**Unwanted Promotion**

Mrs. Deena joined Syndicate Bank as clerk after M.Sc., in 1968. She was aspiring for the promotion to the officer's post. She completed CAIIB to which certain weightage is given in promotion. After getting the eligibility service in 1972, she applied for an officer's post in the bank under the promotion quota.

She could not get the promotion as her score in the written test was quite low. But at that time she was transferred to her native town, i.e., Rajahmundry. She tried for an officer post several times but could not succeed. She was vexed with her trials. But she was elected to the office of President of local branch of Bank Employees Union. Since then she has become a problem to the management. She could solve a number of problems of the members of her union.

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MBA III Semester Regular Examinations April/May 2022  
**HUMAN RESOURCE DEVELOPMENT**  
(For students admitted in 2020 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

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**SECTION – A**

(Answer the following: 05 X 10 = 50 Marks)

- 1 (a) What is HRM and explain its development functions? 5M  
(b) What are the objectives and importance of human resource management? 5M
- OR**
- 2 (a) Define HRD. Discuss the major objectives of HRD. 5M  
(b) Explain various important functions of HRD. 5M
- 3 (a) Describe the essential components of an organizational analysis. 5M  
(b) How do you design training programme? What are the qualifications needed to be possessed by the trainers? 5M
- OR**
- 4 (a) Explain in brief about organizational analysis and task analysis. 5M  
(b) Explain various HRD interventions. 5M
- 5 (a) Explain the purpose of HRD evaluation and briefly present about Kirkpatrick's framework. 5M  
(b) Explain the types and process of data collection for HRD evaluation. 5M
- OR**
- 6 (a) Define HRD evaluation. Develop a model for evaluating the effectiveness of HRD in any service organization. 5M  
(b) Present the impact of HRD programs in monetary terms. 5M
- 7 (a) Discuss the stages of life and career development. 5M  
(b) What is career development? Discuss various issues involved in career development. 5M
- OR**
- 8 (a) Define and explain about career development process. 5M  
(b) How do you think career development is affected by changes in technology and by changes in structure? 5M
- 9 (a) Explain the need for HRD in modern organization. 5M  
(b) What is the impact of the organizational culture on HRD? 5M
- OR**
- 10 (a) Explain the changes in labour market and critically evaluate its causes. 5M  
(b) What do you mean by organizational culture? Explain its significance in maintaining diversity. 5M

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**SECTION – B**

(Compulsory question, 01 X 10 = 10 Marks)

11

**Case Study/Problem:**

Electronic Industries Ltd, Faridabad is producing electric bulbs, water coolers, air coolers and refrigerators. Recently, it added a new line of production., electric motors both for domestic and agriculture purposes. It needed one electric engineer with B.Tech qualification to look after the new plant producing electric motors. Presently, five electric engineers with B.E qualification are working as Assistant Engineers in the existing plant. The company advertised for the post of chief engineer (electrical) for its new plant. It received twelve applications out of which five are Assistant Engineers working in the existing plant.

The company used techniques of preliminary interviews, tests, final interview and medical examination and finally selected Mr Anil Ambani, employed in the existing plant of the company. He is fourth in the seniority list of the Assistant Engineer in the present plant. The company served the appointment order to Mr Ambani and he joined as chief engineer in the new plant. But the three Assistant Engineers in the existing plant moved the issue to the court of law contesting that the selection of Mr Ambani is not valid as he does not have seniority among the Assistant Engineers in the existing plant.

**Questions:**

- (a) Comment on the managerial choice in favour of Mr Ambani. 5M
- (b) Is it necessary to promote only seniors to higher posts in an organization? Why? Why not. 5M

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Code: 21E00303c

MBA III Semester Regular & Supplementary Examinations November/December 2024  
**HUMAN RESOURCE DEVELOPMENT**  
(Master of Business Administration)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks  
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**SECTION – A**

(Answer the following: 05 X 10 = 50 Marks)

- 1 (a) Define Human Resource Development (HRD). Elucidate the objectives of human resource development. 5M  
(b) Distinguish between human resource management and human resource development. 5M  
**OR**
- 2 (a) Explain some of the contemporary challenges being faced by human resource development professionals. 5M  
(b) "The business environment is becoming increasingly competitive." How can HRD help organizations build a sustainable competitive advantage? 5M
- 3 (a) Outline the components of organizational needs analysis. 5M  
(b) Elaborate the importance of prioritizing human resource development needs. 5M  
**OR**
- 4 (a) Discuss the key factors that should be considered when selecting training methods. 5M  
(b) Point out some of the constraints to scheduling HRD programs and suggest ways of dealing with them. 5M
- 5 (a) Explain the concept of computer based training. Give merits and demerits. 5M  
(b) Discuss the purpose of HRD evaluation. 5M  
**OR**
- 6 (a) Brief the role of research design in HRD evaluation. 5M  
(b) How can HRD professionals assess the impact of HRD programs in monetary terms? Outline. 5M
- 7 (a) Elucidate the meaning of career development. 3M  
(b) Describe the stages of life and career development. 7M  
**OR**
- 8 (a) Elaborate the issues that affect career development. 5M  
(b) Brief the career management practices. 5M
- 9 (a) How the changing demographics of the labor market are changing the cultural fabric of organizations? Explain. 5M  
(b) What are different forms of discrimination and how HRD programs and processes can help to reduce these effects? 5M  
**OR**
- 10 (a) Describe the concept of Glass Ceiling. 5M  
(b) Discuss the potential problems with diversity training. 5M

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Code: 21E00303c

**SECTION – B**

(Compulsory question, 01 X 10 = 10 Marks)

11

**Case Study/Problem:**

10M

Rockwell Collins is a manufacturer of electronic controls and communications devices. In 2018, it was spun off from Rockwell International to become a publicly traded company. The company is headquartered in Cedar Rapids, Iowa, and employs over 1,80,000 employees worldwide. Approximately 92,000 of these employees work in Cedar Rapids, with other large operations in California, Florida, Texas, and Mexico. Rockwell Collins also has subsidiaries in Europe, Asia, South America, and Africa, as well as service locations around the world.

Rockwell Collins has long maintained a strong commitment to employee training and development. However, until 2016, all Rockwell Collins training was being conducted via classroom instruction. Twelve in-house trainers provided much of this training. One difficulty was that most of the employees who worked outside of Cedar Rapids had very limited access to training. In that same year, 28 percent of those who signed up for training within the company did not attend that training, citing work demands in a majority of the cases as the reason for canceling. In an effort to provide more training to a greater number of employees, the Learning and Development group at Rockwell Collins considered making increased use of outside training vendors, as well as changing the types of methods used to deliver training.

**Questions:**

- (i) If you were manager of learning and development at Rockwell Collins, where would you start in your efforts to improve the availability and effectiveness of company-sponsored training efforts?  
(ii) What suggestions would you have concerning how training is designed and provided?  
(iii) What suggestions do you have concerning who should provide the training?

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