

49125

M-9150

Total No. of Pages : 3

**III Semester M.B.A. Examination, December 2019**

**(Scheme : CBCS - 2018)**

**BUSINESS ADMINISTRATION**

**Elective : HRM - I : Human Resource Development**

**Time : 3 Hours**

**Max. Marks : 70**

**Instruction : All sections are compulsory.**

**SECTION - A**

Answer all questions. Each question carries 6 marks.

[5 × 5 = 25]

- Q1) What are the multiple goals of HRD for an organization?
- Q2) State the need and benefits of succession planning.
- Q3) What are the skills required for a good coach?
- Q4) Highlight the potential dysfunctions in mentoring relationships?
- Q5) What are the types of judgemental errors managers are likely to commit during Performance Appraisal?

**SECTION - B**

Answer any three questions. Each question carries ten marks.

[3 × 10 = 30]

- Q6) Analyze the various definitions of Organization Development.
- Q7) Discuss the problems of working with technology.
- Q8) Describe the present trends in Human Resource Development.
- Q9) Examine the different counseling styles and their characteristics.
- Q10) Explain the Phillips model of Potential Appraisal.

**SECTION - C**

**Q11) Case Study (compulsory)**

**[15]**

Ms. Subhra joined Supreme Pharma Ltd., as a technician after completing her B.Sc. from Delhi University in 1996. She has been perfect in her performance in almost all the areas. Her job does not require her to interact face-to-face with most of her colleagues as she receive Inputs and provides output both on-line and via her boss. In addition, she has also been introvert even in her social interactions.

She married Mr. Datta in 2001 who is an MBA from Osmania. Mr. Datta has been working in the India Today Group of Companies. Mr. Datta is an extrovert by virtue of his original characteristics as well as his job. Mrs. Subhra was Inspired by her husband to do MBA and finished her MBA from Osmania in 2005.

Mr. Bhatt-Superior of Mrs. Subhra encouraged her to apply for a managerial position as she would have an MBA degree at the end of 2005. Mrs. Subhra applied and took interviews thrice in 2006 but failed to get managerial position.

Mr. Bhatt invited Mrs. Subhra to his office for a counselling about the problem she was facing. Mrs. Subhra took this counselling as an opportunity and expressed her disappointment and frustration. As she unburdened herself, it became apparent to both of them that during interviews she was telling the interviewers that she lacks managerial experience and skills and dynamism as

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she has been working as a technician and she did not have an opportunity to be dynamic with regard to interpersonal skills and relations. Mr. Bhatt counselled her that probably her attitude to her weakness made it difficult for the interviewers to select her over other candidates who were more positive about their backgrounds and skills. Mr. Bhatt also told her about her strengths and job performance scores and asked her to emphasise on the managerial skills and knowledge while she was studying MBA through case discussions, role plays and in-basket exercises. Further, he asked her to gain certain talents from her husband and apply in the early 2007.

Mrs. Subhra, following Mr. Bhatt's advice applied for junior management position in February 2007, took the Interview in April 2007. She could do the interview with full confidence and convinced the interviewers. Interview board was happy to select her as Assistant Production Manager.

Questions:

- 1) Why did Mrs. Subhra did not take advice from Mr. Bhatt earlier?
- 2) How did the counselling help Mrs. Subhra in increasing her confidence level?
- 3) Suggest all possible ways that Mrs. Subhra can prepare herself for further career advancement.



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