

Therefore, the managers felt that the consultants were not needed for team building. One of the managers commented, "now that 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?

MBHR 3001

M.B.A. DEGREE EXAMINATION,
DECEMBER 2014/JANUARY 2015.

Third Semester

Human Resource Management

HUMAN RESOURCE DEVELOPMENT

(2012 – 13 Batch Onwards)

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

- 1. Describe the function of HRM.
- 2. Explain the basic learning principles.
- 3. Briefly discusses the Framework for the HRD process.
- 4. Explain different levels of need analysis.
- 5. Evaluate the advantages and disadvantages of various data collection methods.
- 6. Write short note on : Training Cost.

7. Explain the components of the typical programs.
8. Describe the employee assistance.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. Describe the evolution of HRD.
10. What are the challenges faced by organization and HRD Professionals?
11. Discuss the methods of organizational analysis.
12. Discuss factors to be considered for making a purchase decision of HRD program.
13. Explain the different model of career development.
14. Describe a career development programs.
15. Explain the different levels of Employee Wellness Program.
16. Explain the impact of Globalization on HRD.

PART C — (1 × 20 = 20 marks)

Compulsory Question

17. Case Study

The personnel office of Prashant 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 included 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.