

**MANAGEMENT PROGRAMME**

**Term-End Examination**

**June, 2019**

03212

**MS-022 : HUMAN RESOURCE DEVELOPMENT**

*Time : 3 hours*

*Maximum Marks : 100*

*(Weightage : 70%)*

**Note :**

- (i) **There are two sections — A and B.**
- (ii) **Attempt any three questions from Section A, each question carries 20 marks.**
- (iii) **Section B is compulsory and carries 40 marks.**

**SECTION A**

1. Explain the concept of career. Describe the individual and organizational strategies for career development, with suitable examples.
2. What are the objectives of the compensation-cum-reward system ? Briefly discuss the components required to assess an individual before rewarding. Give an example.

3. Discuss the important factors to be considered in the development of internal self-renewal facilitators, with suitable examples.
4. Explain the concept and discuss how HRD Audit is conducted in an organization. Cite examples.
5. Write short notes on any *three* of the following :
  - (a) 360° Appraisal
  - (b) Role of Trade Unions in HRD
  - (c) HRD in Government Systems
  - (d) Managing Generations of Workers
  - (e) The Coaching Process

## SECTION B

6. Read the following case carefully and answer the questions given at the end :

Microelectronics, a California-based electronics defense contractor, has enjoyed a smooth growth curve over the past five years, primarily because of favourable defense funding during the Reagan administration's build-up of US military defenses. Microelectronics has had numerous contracts to design and develop guidance and radar systems for military weaponry.

Although the favourable funding cycle has enabled Microelectronics to grow at a steady rate, the company is finding it increasingly difficult to keep its really good engineers. Based on extensive turnover analyses conducted by Ned Jackson, the human resources planning manager, Microelectronics' problem seems to be its inability to keep engineers beyond the "critical" five year point. Apparently, the probability of turnover drops dramatically after five years of service. Ned's conclusion is that Microelectronics has been essentially serving as an industry college. Their staffing strategy has

always been to hire the best and brightest engineers from the best engineering schools in the United States.

Ned believes that these engineers often get lost in the shuffle at the time they join the firm. For example, most (if not all) of the new hires must work on non-classified projects until cleared by security to join a designated major project. Security clearance usually takes anywhere from six to ten months. In the meantime the major project has started, and these young engineers frequently miss out on its design phase, considered the most creative and challenging segment of the programme. Because of the nature of project work, new engineers often have difficulty learning the organizational culture — such as who to ask when you have a problem, what the general dos and don'ts are, and why the organization does things in a certain way.

After heading a task force of human resource professionals within Microelectronics, Ned has been designated to present to top management a proposal designed to reduce turnover among young engineering recruits. The essence of his plan is to create a mentor program, except that

in this plan the mentors will not be the seasoned graybeards of Microelectronics, but rather those engineers in the critical three-to-five-year service window, the period of highest turnover. These engineers will be paired with new engineering recruits before the recruits actually report to Microelectronics for work.

According to the task force, the programme is two fold : (1) it benefits the newcomer by easing the transition into the company, and (2) it helps the three-to-five-year service engineers by **enabling them** to serve an important role for the **company**. By performing the mentor role, these engineers will become more committed and hence less likely to leave. As Ned prepared his fifteen-minute presentation for top management, he wondered if he had adequately anticipated the possible objections to the programme in order to make an intelligent defence of it. Only time would tell.

**Question :**

- (a) Identify core HR issues, in the study.
- (b) As an HR Manager, how would you have managed the proposal of Mr. Ned Jackson for reducing turnover ?