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MS-22

MANAGEMENT PROGRAMME (MP)

Term-End Examination

December, 2021

MS-22 : 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****. All questions carry 20 marks each.*

(*iii*) *Section* ***B*** *is compulsory and carries* ***40*** *marks.*

Section—A

1. Describe value-anchored HRD processes and how it helps in the effectiveness of

organizations. Briefly discuss various systems and subsystems of HRD.

2. Discuss the concept, objectives and process of coaching and mentoring.

3. Briefly discuss HRD as a profession in India. Cite suitable examples.

4. What is Globalisation and discuss how to make Globalisation work in organizations.

5. Write short notes on any ***three*** of the following :

   (a) HRD Audit

   (b) Rewards and Punishments

   (c) Counselling

   (d) Organisational Development

   (e) Performance Management

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 U.S. 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 program. 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 do's 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. Be 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 program in order to make an intelligent defense of it. Only time would tell.

Questions :

(a) Identify the salient issues from HR point of view for this case.

(b) If you were to study this turnover problem, how would you conduct a needs analysis or evolve a counselling programme ?

(c) What are the causes of dissatisfaction and turnover in Microelectronics ?

(d) Do you find the mentoring programme suitable to reduce turnover ? Justify your answer.