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MS-22

MANAGEMENT PROGRAMME (MP)

Term-End Examination

June, 2023

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 equal marks.*

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

Section—A

1. “Career transition has become very important phase among the individuals working in an organization.” Critically evaluate the statement. 20

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2. What is performance management ? Discuss the concepts performance and profit and their relationship with refer to an organization. 20
3. Describe the phases of Organization Development (OD) and briefly discuss the guidelines for introducing organization development. Cite example. 20
4. Briefly describe and discuss integrated HRD system in government and administration. 20
5. Write short notes on any *three* of the following : 20
 - (a) HRD Audit
 - (b) Diversity Management
 - (c) Globalisation
 - (d) Role of Trade Unions
 - (e) Mentoring

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. 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 program in order to make an intelligent defense of it. Only time would tell.

Questions : 40

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