2017

Management Studies

PAPER : 3.6(A)

HUMAN RESOURCE ACQUISITION AND DEVELOPMENT

FULL MARKS:70   Time :3 hours

{ The figures in the margin indicate full marks for the question.}

SECTION-A

A. Answer any five: 2x5=10

1. What is Human Resource Demand Analysis?
2. What are the objectives of Human Resource Planning at the Micro Level?
3. Define job study.
4. What is Position Analysis Questionnaire (PAQ)?
5. What are the elements of good Induction Programme?
6. What are the categories of competency?
7. Define Career development.

SECTION-B

B. Answer any five: 4x5=20

1. The success of an organization largely depends upon the quantity and quality of Human Resources that it is able to attract & retain. Justify the statement.
2. Explain the process of internal assessment of organizational workforce.
3. What are the elements involved in a Job Analysis?
4. What are the different types of Induction Programme?
5. What are the essentials of Selection procedure?
6. What are the three basic laws of learning? Explain.
7. What does Growth mean to an employee?

SECTION-C

C. Answer any four: 8x4=32

1. Describe the Quantitative Techniques for Forecasting Human Resource Demand.
2. Discuss Frederick Herzberg's two-factor theory contribution on Job Enrichment.

3.Describe the Job Redesign Process.
4.Elaborate the modern techniques of Recruitment.
5.Describe the various methods of E-Training.
6.Describe the various Competency domains.
7.Describe the models of Training Evaluation.

SECTION-D

D. CASE STUDY:(Compulsory question for 8 marks)

Jim Sullivan, and operator of successful restaurants for nearly 30 years, has recently stated that the most critical step of adult education is not to learn but to unlearn. He contends that new behaviours will never be used until the old ones are unlearned. Many academic scholars agree with him.

As a simple example, let us say you are a restaurant manager and you want your wait staff to provide customers with a stand-up list of appetizers. You bring in the staff, tell them what you want them to do, and present a video covering the correct way to use stand-up menus.

No doubt, you have provided training. Why, then, are the staff not using the stand-up appetizer menus a week later? The answer is simple. The training did not cover what needed to be unlearned the habit of initially interacting with customers by asking whether they are ready to order. The workers need to replace the ingrained behaviour with the new behaviour of providing the stand-up menu.

Changing a typical way of doing something is difficult. Unlearning and replacing with a new behaviour works best if there is a motivating context. For example, the shift to providing stand-up menus might occur most quickly if the wait staffs are made aware of the slim profits in selling entrees versus appetizers. Now the staffs are more likely to get on board with this simple change.

DISCUSSION QUESTIONS

1. Do you think unlearning is an important step in learning? Why or why not?   4
2. How can unlearning be accomplished? If you were responsible for training people in a new way of doing things, how would you go about the "unlearning" phase?   4

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