

**PARUL UNIVERSITY**  
**FACULTY OF MANAGEMENT**  
**MBA., Winter 2017 - 18 Examination**

Semester: 3

Date: 02/01/2018

Subject Code: 06202202

Time: 02:00PM to 04:30PM

Subject Name: Human Resource and Organizational Development

Total Marks: 60

**Instructions**

1. All questions are compulsory.
2. Figures to the right indicate full marks.
3. Make suitable assumptions wherever necessary.
4. Start new question on new page.

<b>Q.1(A)</b>	<b>Multiple choice type questions/Fill in the blanks. (Each of 1 mark)</b>	<b>(05)</b>
	1. Which of the following is true, in relation to Erikson's Model of Human Development? (a) Basis trust v/s guilt (b) Autonomy v/s mistrust (c) Intimacy v/s isolation (d) Ego integrity v/s stagnation	
	2. The fifth stage of Erikson's stage of human development is Generativity v/s Stagnation. (a) True (b) False	
	3. Industry v/s Inferiority is at the age range of _____. (in relation to Erikson's Model of Human Development) (a) Maturity (b) 1-3 (c) 6-11 (d) Young adulthood	
	4. What are the four levels of Kirkpatrick Model? (a) Assessment, Design, Implementation, Evaluation (b) Context, Input, Process, Product (c) Reaction, Learning, Job behavior, Immediate outcome (d) Reaction, Learning, Job behavior, Results	
	5. A devotion to an occupation, focus on building knowledge and skill within a specialty is _____. (a) Linear (b) Spiral (c) Transitory (d) Expert	
<b>(B)</b>	<b>Define the following. (Each of 1 mark)</b>	<b>(05)</b>
	1. Summary Person Analysis	
	2. Diagnostic Person Analysis	
	3. Prioritizing HRD Needs	
	4. Types of Needs	
	5. Level of Needs	
<b>(C)</b>	<b>Direct questions. (Each of 1 mark)</b>	<b>(05)</b>
	1. What are four types of Interventions, Name those (Implementation Theory-Organization Development)?	
	2. Affirmative Action Programs(AAP)	
	3. Managing Diversity	
	4. Behavior Modeling Approach	
	5. Vocational Education/Training	
<b>Q.2 (A)</b>	With the help of diagram of J H Greenhaus Model, explain the process of <b>Career Management</b> .	<b>(07)</b>
<b>(B)</b>	What do you understand by Planned Change? Explain Model of Planned Change with the	<b>(08)</b>

	help of diagram.	
<b>Q.3 (A)</b>	How do we describe <b>Manager’s Job</b> ? What are three perspectives on “Approaches to understanding the Job of Managing”? Explain in brief.	<b>(07)</b>
<b>(B)</b>	What are different types of Discriminations in relation to Culturally Diverse Environment (women & Minor)? What are Four common approaches on adapting to Demographic Changes? Explain those in brief?	<b>(08)</b>
<b>Q.4</b>	<b>Attempt any two questions. (Each of 7.5 mark)</b>	<b>(15)</b>
	1. Compare Krikpatrick Evaluation framework with other evaluation framework? Write down peculiarities & salient features of each.	
	2. What is concept of New Employment Relationship? With the help of “spectrum diagram of <b>Career Development Activities</b> ”, Explain various career development activities fit along the career planning and career management spectrum.	
	3. What is the Concept of <b>Management Development</b> ? What is The Four Suggestions Proposed? What are Three Main Components of Management Development?	
	<b>4. Case study-</b>	
	<p>In the accounting profession, both men and women have excellent career opportunities with major firms. However, in a classic case of the glass ceiling, women make up half of the entry-level jobs but just one-fifth of most firms’ partners. Firms are concerned because they want to find and keep the best people, regardless of their gender. Also, experienced accountants are retiring while the demand for accounting services is rising. Firms need to find and keep the best employees .Ernst &amp; Young has found that attractive career paths can help retain female accountants. Many female accountants are juggling work with the need to care for elderly parents or children, putting them at a potential disadvantage compared to their male counterparts who may be on the management fast track. Traditionally firms have avoided assigning top clients to accountants who want to limit their hours. Ernst &amp; Young has been defining career opportunities more flexibly, offering reduced schedules, flexible hours, and telecommuting. To help ensure that these career opportunities are as interesting as those offered to employees on traditional schedules and to ensure that assignments given to high-potential women and minorities include top clients, Ernst &amp; Young has established leadership teams.</p> <p>The firm makes a special effort to develop female and minority employees identified as having high-potential. Members of the executive board are assigned to serve as mentors to high-potential employees. The mentors offer the wisdom of their experience but also help make the women and minority candidates more visible when the firm is looking for candidates to take on important assignments. Ernst &amp; Young has taken steps to ensure that the firm’s partners, usually males, are comfortable mentoring female accountants. The senior partner in charge of the firm’s gender-equity strategy helps the partners develop in the mentoring role. For example, she advises partners to invite women along to meetings, rather than expecting them to speak up and ask to attend. She encourages the partners to be direct if they have to provide negative feedback to their female protégés. She also helps uncover the unspoken expectations of the mentors.</p> <p>In one situation, a manager had more talented women available than openings for partner. He didn’t offer transfers to some of the women because he admitted that he assumed the women’s husbands would object to moving. She suggested he let the candidates address those concerns themselves. The manager tried and reported that he had a win–win situation: a new senior manager who was delighted to relocate and pursue a career that offered a future as a partner.</p> <p><b>Question</b></p> <ol style="list-style-type: none"> <li>1. Why is breaking the glass ceiling an important business issue for Ernst &amp; Young?</li> <li>2. Which approach to development does Ernst &amp; Young use to address the challenge of the glass ceiling?</li> <li>3. What recommendations would you give Ernst &amp; Young to help it ensure that its mentoring program for high-potential employee is successful?</li> </ol>	