

# Birla Institute of Technology and Science, Pilani

## HSS F328 –Human Resource Development

Semester 1 (2022-2023)

### Comprehensive Examination

***Instructions:*** This paper consists of Five questions. You are required to attempt all of them. Each question carries 16 marks. You can open your books, notes and reference material (hard copy) to answer these questions. Use your creative imagination, rationality, logical thinking, insights and experiences while coming to solutions of the undermentioned situations and problems.

1. Using your knowledge of the stages of life of adult development vis-a-vis career development, elaborate on how the career issues of a person who has just started his/her career will differ from an individual who has 15-20 years of work experience. What would be the organizational implications of the issues you think you would be witnessing while comparing the two individual categories? Elaborate on the ways in which career management can be viewed as a problem-solving and decision-making cum strategic process? And, explain how both organizations and individuals can benefit from a well-defined career management system.
2. Imagine the situation where you have been working as the General Manager (GM) of a prominent manufacturing firm that still relies on old methods. Meanwhile, a consultant associated with your organization very recently suggests that your organization can flourish only if some continuous improvement methodology is implemented to change the traditional approach. Being a conscientious GM, what kind of organizational change and development approach would you utilize? How would you involve maximum stakeholders in this process, and what types of problems would be witnessed for making such changes? Would organizational transformation change be a more feasible approach for maintaining the efficiency of such an organization? Why or why not? Use your insights and your understanding of OD to resolve the situation.
3. Right from the Independence era to the current period, what all problems have plagued most of the developing nations from an angle of growth and development? With special reference to the development scenario in the sector of education, discuss the relevant and strategic interventions, programs, and, policies that bear the potential to aggrandize the status of such developing economies. Elaborate your answer by recalling your conceptualization about the constituents of social and economic development as experienced by the father of HRD in India. In your opinion, how HRD can HRD to such developmental issues?



4. Suppose you have been asked to design a program intended to train clerks for the Shipping Corporation of India(SCI) in the domain of communication. You have been entrusted with the task of designing, implementing, and evaluating the training program to prove your worth to your immediate supervisor. What would your strategy be to handle this task given to you? What steps would you be taking, and what data collection methods do you think would be the most useful in this case? Identify the training need and describe the process of training which you might design. Once you are done with the training, what evidence would you give to your supervisor and claim that your training was effective and efficient? Elaborate using your insights, intuition, and experience.

5. Robert Gagne and others have argued that traditional principles of learning are not sufficient for designing effective training programs. What does research in instructional psychology and cognitive psychology offer as a resolution to these problems? A common stereotype about older workers is that they find learning difficult. Does research from the field of gerontology support or disprove this stereotype? Explain. What recommendations or findings do you feel supervisors should follow to ensure effective training experiences for older workers? Finally, with whatever you have understood and learned about the field of HRD, come up with your own unique definition of learning.

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