

Code No: MB194A4/R19

MBA IV Semester Regular/Supplementary Examinations, May-2024

HUMAN RESOURCES DEVELOPMENT

Time: 3 Hours

Max. Marks: 75

*Answer Any FIVE Questions, one from each unit
Question No. 11 is Compulsory*

UNIT-I

1. a) Define HRD and give its scope? [6M]
b) Write short notes on attributes of a HRD manager. [6M]

(OR)

2. a) What is the structure of the HRD? [6M]
b) Explain the objectives and functions of HRD. [6M]

UNIT-II

3. a) Write a note on the design and development of HRD programs. [6M]
b) Present an overview of HRD strategies. [6M]

(OR)

4. a) What are strategic training and development initiatives and their implications? [6M]
b) Explain the framework for HRD process. [6M]

UNIT-III

5. a) Discuss the stages of the mentoring process. [6M]
b) Explain the various types of mentoring? [6M]

(OR)

6. a) How does mentoring help employee development? [6M]
b) What are the outcomes from mentoring? Explain. [6M]

UNIT-IV

7. a) What are the major issues in career planning? [6M]
b) Describe the Career development stages. [6M]

(OR)

8. a) Explain the techniques of counselling. [6M]
b) Elucidate the various ways to manage stress during turbulent times. [6M]

UNIT-V

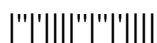
9. a) Discuss the role of HRD in developing ethical attitude and behavior of employees. [6M]
b) How does HRD help for managing organizational change? [6M]

(OR)

10. a) Explain the role of HRD in enhancing the productivity of blue-collar employees. [6M]
b) Discuss at length the future of HRD in India. [6M]

11. **CASE STUDY** [15M]

For 32 years, Southwest Airlines has used the same formula maintain its position as the most profitable airline in the U.S. It offers low fares, high-frequency flights and good service; it flies only Boeing 737s; it doesn't offer connecting flights, reserve seating; or free meals; it often relies on less expensive secondary airports; and it prides itself on having the hardest-working and most productive employees in the industry.



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The company believes its true competitive advantage is its workforce. Most of the major airlines' cost per seat-mile is nearly 100 percent higher than Southwest. The company gets this cost advantage by paying its pilots and flight attendants considerably less than the competition and having them fly more hours. It has made up for the lower pay with generous profit sharing and stock option plans. In addition, because of Southwest's rapid growth, It has provided its employees with something rare in the airline industry; job security. Because a large portion of a Southwest employee's compensation comes in the form of stock options, they have worked harder and more flexibly than their peers at other airlines. For instance, pilots will often help ground crew move luggage and work extra hard to turn planes around fast. Of course, many Southwest employees originally joined the company and have stayed because of its spirit of fun.

The company has always encouraged employees to work hard but to also have a good time. A sense of humor, for instance, has long been a basic criterion in the selection of new employees. In the last couple of years, the environment has been changing for Southwest. First, it faces a number of new, upstart airlines in many of its markets. Jet Blue, Frontier, Air Trans Song, and Ted are matching Southwest's low prices but offering benefits like reserved seating and free live-satellite TV. They're able to do this because they have newer, more fuel-efficient planes and have young, lower-paid workforces. In many markets, Southwest's planes and service look dated. Second, the declining stock market of 2001-02 took much of the air out of Southwest's stock. The company's stock option plan no longer looked so attractive to employees.

Third Southwest has to deal with the reality that it is no longer the underdog. For decades, employees enjoyed the challenge of competing against United, American, Delta, and other major airlines. They loved the role of being the underdogs and having to work harder to survive. Southwest's employees are increasingly vocal and aggressive in demanding higher wages and shorter hours. In the past, workers were willing to go beyond the call of duty to help the airline thrive. It's harder for management to motivate employees now by portraying the airline as the underdog. Finally, as the company has grown and matured, management has become more remote from the rank and file. When the company had a few hundred employees, it was easy for management to communicate its messages. Now, with 35,000 workers it's much tougher. Southwest's management realizes that times have changed. Now they face the question of whether they need to make changes in their basic strategy and, if they do, the effect it will have on the company's culture. For instance, in the fall of 2003, the company was considering adding in-flight entertainment although it would cost millions to install and many more millions, to maintain; and purchasing smaller Jets to maintain competitiveness in smaller markets. The operating costs of these smaller jets would be 15 to 25 percent higher than those of its current fleet.

Questions:

- i. What has sustained Southwest's culture?
- ii. Do you think upstart airlines can successfully duplicate this culture?

