Final Year - Second Semester Examination in BBA/COM (Specialization in Human Resource Management) 2007/08 (March 2009) Proper

HRM 4212 Human Resource Development

Answer all questions   Time: 02 Hours

01   Case Study: **Attitudes of Government Employees as Impediments to development**

For the successful implementation of any government policies and programmes, the attitudes and competencies of the public systems staff play a crucial role.

A study conducted by Prayag Mehta (1989) on the attitudes of Indian bureaucracy highlights the attitudinal impediments for change and effective implementation of development programmes. Mehta studies 21 senior and 119 middle-level bureaucrats in the central secretariat through interviews and questionnaires. He observed:

Analysis of development performance suggests that the bureaucracy is neither goal-directed nor action-oriented as far as alleviation of poverty, promotion of social equity and social development of people are concerned. Senior bureaucrats interviewed emphasized people's participation but are very skeptical of it. They were skeptical of the politicians and political forums that they will manipulate participation for their benefits. They apprehended that organization of rural works would lead to awe and order problems. A few of them favor reorienting civil servants through training and educational programmes to become more responsive and sensitive to the needs of the poor. They were against staff participation in decision- making and management in government.

They perceive the need for developing competencies among government staff for development work. They, however, did not perceive their own role in developing subordinates. They were skeptical about the possibility of bringing about harmony and coordination among various development departments. They felt that vested interests entrenched in such department do not bring about such coordination.

The analysis of a sample of dominant views at the apex level of the Indian bureaucracy, therefore, revealed a split between the desirable and what actually happens in practice-a split between word and deed. This split was one

of the reasons for the poor functioning of the administration as a whole [c]
lowered its credibility and responsiveness (Mehta, 1989, p.158).

The middle-level officials who were surveyed belonged to the cen[t]
government department of Agriculture, Water Supply, Animal Husban[d]
Cooperatives, ets. The middle – level official posted in the field showed str[o]
tendency for justifying the existing level of performance and had a sense [of]
complacency about themselves. They did not like coaching from their sen[i]
whereas their seniors at the headquarters were not averse to coaching t[h]
juniors.

The middle-level staffs posted at the field level were very dissatisfied with t[h]
working conditions.

    a. Discuss the main issue of this case and relate those issues with y[our]
       experiences that you had at your vestibules training period.

                                                                (10 Ma[rks]

    b. Prepare a detailed work plan to be implemented to at partic[ular]
       situation

                                                                  (20 Ma[rks]

02 a   What is problem-based Learning and explain the modes of facilitation.

                                                                  (05 Ma[rks]

    b.   What are the factors affecting costing of the HRD function? Explain with
       suitable example

                                                                  (08 Ma[rks]

    c.   What do you mean by the term "Intellectual Capital" How will you differenti[ate]
       from it Social capital and Human capital?

                                                                  (09 Ma[rks]

    d.   Define and differentiate the following terms
         Training, Learning, Education and Development

                                                                  (08 Ma[rks]

03 a   What is career development? Help to the graduate to draw a career
       development plan who recently graduated from University.

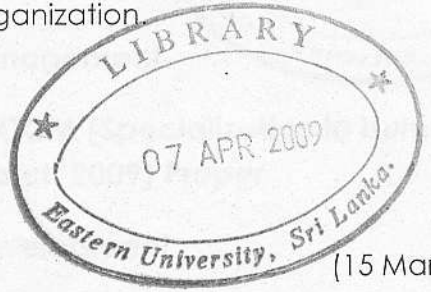   (10 Ma[rks]

    b   What are the strategies adopted by different Organisations to the Human
       resource development in Sri Lanka? Take as an example one organization fr[om]
       each Government and Non Government and evaluate them under the
       following headings.
         • Training needs identification
         • Career Development and
         • Motivations of staff

                                                                  (15 Ma[rks]

C   Draw up a training plan including the following, once the type of training is
    established what training is required by the organization.
    1. What training is to be provided
    2. How it is to be provided
    3. When it is be provided
    4. By whom it is to be provided
    5. Where it is to be provided
    6. At what cost it is to be provided

    (15 Marks)