Name : ……………………………………………………

Roll No. : …………………………………………………

Invigilator's Signature : …………………………………

CS/MBA (OLD)/SEM-(4FT & 6PT)/HR-406/2010
2010
HUMAN RESOURCE DEVELOPMENT

Time Allotted : 3 Hours   Full Marks : 70

The figures in the margin indicate full marks.

*Candidates are required to give their answers in their own words
as far as practicable.*

### GROUP – A
(Multiple Choice Type Questions)

1.   Choose the correct alternatives for any *ten* of the following :

$10 \times 1 = 10$

i)   A training programme designed to introduce new employees to the job and the organization is known as

a)   Supervisory Training

b)   Refresher Training

c)   Orientation Training

d)   Job Instruction Training.

ii)   The full form a ASTD is

a)   American Society for Training & Directors

b)   American Society for Training & Discipline

c)   American Society for Training & Development

d)   American Society for Trained Developers.
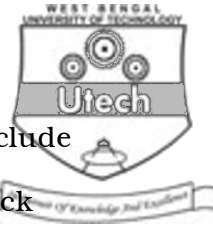
iii) The advantages of the lecture method include

   a) Economy

   b) Feedback

   c) Participation

   d) Transference.

iv) A technique that requires the trainee to assume different identities to learn how others feel under different circumstances is known as

   a) Case Study

   b) Role Play

   c) Business Game

   d) Apprenticeship.

v) Sensitivity training is also known as

   a) L-group Training

   b) T-group Training

   c) S-group Training

   d) R-group Training.

vi) A task identification technique whereby individuals familiar with the job record incidents of particularly effective and ineffective behaviour that they have seen on the job over a period of time is known as

   a) Outbound Training

   b) Critical Incident Technique

   c) On-the-job Training

   d) Job Instruction Training.

vii) The 4 levels in Kirkpatrick's Evaluation Framework are

   a) Learning, Job Behaviour, Reaction and Results

   b) Reaction, Job Behaviour, Learning and Results

   c) Reaction, Learning, Job Behaviour and Results

   d) Job Behaviour, Learning, Reaction and Results.
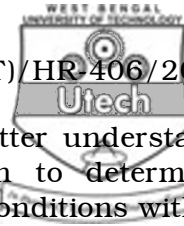
viii) .... is a process used to better understand the characteristics of the organization to determine where HRD efforts are needed and the conditions within which they will be conducted.

a) Organisational Analysis b) Individual Analysis

c) Task Analysis d) Problem Analysis.

ix) Formally creating a relationship between a junior and senior member of an organization the contributes to the career development of both members is known as

a) Coaching b) Buddy

c) Mentoring d) Counselling.

x) Organisation Development and Individual Development are examples of .... of HRD.

a) Strategies b) Policies

c) Objectives d) Purposes.

xi) OCTAPAC stands for

a) Openness, Cooperative, Trust, Autonomous, Pro-active, Authenticity, Collaboration

b) Openness, Confrontation, Trust, Autonomy, Pro-active, Authenticity, Collaboration

c) Openness, Confrontation, Trust, Autocracy, Pro-active, Authenticity, Collaboration

d) Openness, Confrontation, Trust, Autonomy, Pro-active, Authenticity, Collaborative.

GROUP – B
(Short Answer Type Questions)

Answer any *three* of the following. 3 × 5 = 15

2. Distinguish between HRM and HRD.

3. Enumerate the concept of Outbound Training with suitable example.

4. State the main benefits derived from the practices of HRD.

5. Write down the role of Kaizen in team development programmes.

6. How do you analyse Kirkpatrick's model of evaluation of training programme.

GROUP – C

(Long Answer Type Questions)

Answer any *three* of the following.   3 × 15 = 45

7. Highlight the difference between on-the-job and off-the-job training programmes with special emphasis on the various methods used to impart training in both the cases.   15

8. Your organization is about to embark on a structured mentoring programme for the first time. 12 of the deputy managers have been identified as probable mentors. They have been mentoring their juniors in an informal way earlier also but have no idea about a formal mentoring programme.

   As the Training Officer, you have been asked to provide the required training to the identified deputy managers on mentoring. Outline the course that you propose, giving objectives, content, method and schedule.   15

9. What are the modern methods of performance appraisal ? Critically examine with examples, the 360-degree method of appraisal system.   8 + 7

10. Discuss the techniques used in designing jobs ? State the roles of Staff & Line Managers in HRD ?

11. Write short notes on any *two* of the following : $2 \times 7\frac{1}{2}$

   a) Process of counselling

   b) Quality Circles & Work Teams

   c) Quest for proactive HRD

   d) Attitude.