



Name :

Roll No. :

Invigilator's Signature :

CS/MBA (NEW)/SEM-4 FT & 6 PT/HR-406/2011

2011

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 × 1 = 10
 - i) The advantages of the lecture method include
 - a) Economy
 - b) Feedback
 - c) Participation
 - d) Transference.
 - ii) Organization Development and Individual Development are examples ofof HRD
 - a) Strategies
 - b) Policies
 - c) Objectives
 - d) Purposes.
 - iii) The process which helps in finding out the abilities or skills required to do a particular job efficiently is
 - a) Job Evaluation
 - b) Job Description
 - c) Job Analysis
 - d) Job Enrichment.



- iv) Which one of the following gives the trainee multipurpose knowledge and skill regarding organization ?
 - a) Role play
 - b) Job rotation
 - c) Case study method
 - d) On-the-job training.
- v) Which one is not an example of off-job training ?
 - a) Case study
 - b) Transactional analysis
 - c) Coaching
 - d) In basket method.
- vi) Which one of the following is not a career stage ?
 - a) Exploratory
 - b) Establishment
 - c) Decline
 - d) Growth
- vii) Sensitivity training, survey feedback, process consultation, appreciative enquiry are different types of
 - a) Organizational Change Models
 - b) Organizational Culture Models
 - c) Organization Development Models
 - d) Organizational Effectiveness Models
- viii) Job Instruction Training is also called
 - a) Continuous Training
 - b) Step-by-step learning training
 - c) Vestibule training
 - d) Developmental training
- ix) _____ can encourage ideas and the best ideas can be singled out for praise in the staff newsletter or at an awards event :
 - a) Employee Suggestion Scheme
 - b) Quality Circle
 - c) Laboratory Training
 - d) Case Study.



- x) _____ is a primary HRD instrument
- a) Performance Appraisal
 - b) Performance Potential
 - c) Counselling
 - d) All of these.
- xi) Manpower Inventory is a source of data for
- a) Organisational Analysis
 - b) Man Analysis
 - c) Task Analysis
 - d) None of these.
- xii) Systematic collection of data about a specific job or group of jobs to determine what an employee should be taught to achieve optimal performance is called
- a) Organisational Analysis
 - b) Man Analysis
 - c) Task Analysis
 - d) Need Analysis

GROUP – B

(Short Answer Type Questions)

Answer any *three* of the following.

3 × 5 = 15

2. State the main benefits derived from the practices of HRD.
3. Elucidate the distinctive features of the Kaizen method of business process improvement.
4. Why is management development necessary ? Assess the need for it in the present scenario.
5. Distinguish between HRM and HRD.
6. What is Human Resource Audit ? What are its objectives ?



GROUP – C

(Long Answer Type Questions)

Answer any *three* of the following. $3 \times 15 = 45$

7. a) Design a feedback form to evaluate the performance of Summer Internship Trainees (MBA students; duration of internship : 2 months), which will be the basis for offering PPOs (Preplacement Offers). 10
b) At the end of a training programme Return on Investment (ROI) was found to be 35%. What does it indicate? Discuss the concept of ROI in the light of this remark. 5
8. What role should 'objectives' play in the design, implementation and evaluation of HRD programmes ? Explain with the help of an example. 15
9. Define Competency What is the relevance of Competency Mapping in an organization ? What are the competencies required to be an effective manager ? 5 + 5 + 5
10. Strategic HRD is the process of changing an organization, stakeholders outside it, groups inside it and people employed by it through planned learning so that they possess the knowledge and skills needed in the future. It focuses on the HRD effort, defined as the co-ordinated learning activities undertaken by HRD professionals, operating managers and employees to support business plans. Elucidate. 15
11. As the Training Manager in a bank, you have to design and deliver an induction-orientation program for a group of 30 officers (fifteen promotee officers and fifteen probationary officers having management background) for six days. Outline the program content and also suggest the program schedule. 15