Name : ....

Roll No. : ....

Invigilator's Signature : ....

CS/MBA (N)/SEM-4 (FT) & 6 (PT)/HR-406/2012

2012

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 :
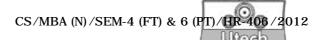
$$10 \times 1 = 10$$

   i) The vertical development of a person in an organization is done through

   a) Job enrichment   b) Job enlargement

   c) Job rotation   d) Job flexibility.

   ii) Competencies of a HRD manager are all of the following *except*

   a) Leadership skills

   b) Consulting skills

   c) Interpersonal skills

   d) Profit maximization skills.

iii) Analyzing the gaps in competence and skills and action required to fill these gaps is called

    a) skills analysis

    b) person analysis

    c) gap analysis

    d) organization analysis.

iv) According to Kirkpatrick training effectiveness can be judged through .... levels.

    a) three

    b) four

    c) five

    d) no fixed number of.

v) Which of the following is *not* a stage in the systematic training cycle ?

    a) Evaluation

    b) Assessing training needs

    c) Planning the training

    d) Job instruction on a one to one basis.

vi) Which of the following organisations were established in 2001 to cover learning and skills development in a wide range of areas ?

    a)   Training and Enterprise Councils

    b)   Local Enterprise Councils

    c)   Learning and Skills Council

    d)   The Qualifications and Curriculum Authority.

vii) Which of the following organisations are responsible for 'the enhancement and improvement of the performance of people involved in development, management, health and safety and representation of people in the workplace' ?

    a)   The Qualifications and Curriculum Authority

    b)   The Employment National Training Organisation

    c)   Training and Enterprise Councils

    d)   Investors in People UK.

viii) Which of the following organisations aims at improving the quality of training and development practices by setting national standards and by linking these to the achievement of business goals ?

    a)   Investors in People UK

    b)   Training and Enterprise Councils

    c)   The Employment National Training Organisation

    d)   The Qualifications and Curriculum Authority.

ix) Which national training schemes exist at advanced and foundation level ?

    a) New deal

    b) NVQs

    c) GNVQs

    d) Modern apprenticeships.

x) Sensitivity training, Survey feedback, Process consultation, Appreciative enquiry are different types of

    a) Organizational Change Models

    b) Organizational Culture Models

    c) Organizational Development Models

    d) Organizational Effectiveness Models.

xi) Job Instruction Training is also called

    a) Continuous Training

    b) Step-by-step learning training

    c) Vestibule training

    d) Developmental training.

xii) ……………… 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.

GROUP – B

(Short Answer Type Questions)

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

2.   Define HRD. What is the scope and purpose of HRD ?

3.   What is organizational development (OD) ? How is it helpful for HRD ?

4.   What is the difference between Job Enrichment and Job Rotation ? Explain with relevant examples.

5.   What is the role of a trainer for the success of a training program ? How does out-bound training help in effective learning ?

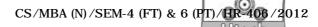6.   Discuss any two 'Off-the-job' training methods with suitable examples.

GROUP – C

(Long Answer Type Questions)

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

7. 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

8. Strategic HRD is the process of changing an organization, stakeholders outside it, groups inside it and people enployed 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.

9. You are a Training Manager in a Bank. You have been asked 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 3 days. What will be your approach to design a tailor-made program for both the groups.

10. Write short notes on any *three* of the following :   3 × 5

    a)   Managing Diverse Cultures

    b)   Job Rotation

    c)   Career Planning

    d)   Out-bound training

    e)   Counselling.

11. Design a training programme for managemeent trainees in a retail company. If the same training is conducted for the existing employees, what criteria would be used for designing such a training programme ?   10 + 5

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