Name : ....

Roll No. : ....

Invigilator's Signature : ....

CS/MBA/SEM-(4FT & 6PT)/HR-406/2013
2013
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 Questions)

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

                                            10 × 1 = 10

   i)   Career .... are distinct patterns of self-perceived talents, attitudes, motives and values that guide and stabilize a person's career over time.

   a)   anchors   b)   platforms

   c)   norms   d)   charts.

   ii) Job .... refers to the movement of an employee from one job to another.

   a)   circles   b)   clustering

   c)   rotation   d)   redesign.

   iii) Hackman's job characteristics model is used for

   a)   job refining   b)   job redesign

   c)   job reallocation   d)   job realignment.

   iv) Laboratory training, as a means of behavioural training, is also known as .... training.

   a)   functional   b)   operational

   c)   performance   d)   sensitivity.

v) 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.

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

    a) three levels   b) four levels

    c) five levels   d) no fixed number of.

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

    a) Leadership skills

    b) Consulting skills

    c) Interpersonal skills

    d) Profit maximization skills.

viii) Man power inventory is a source of data for

    a) Organizational analysis

    b) Man analysis

    c) Task analysis

    d) None of these.

ix) 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.

x) Job Instruction Training is also called.

    a) Continuous Training

    b) Step-by-step learning training

    c) Vestibule training

    d) Developmental training.

xi) .... 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. Briefly discuss the scope and purpose of HRD.

3. What are autonomous work groups or self-managed teams ? How can they contribute towards human resource development ?

4. What are the strategies used for improving training effectiveness ?

5. What is On-the-Job Training ? Explain one method of On-the-Job Training and its importance.

6. Discuss the importance of evaluating training program.

GROUP – C

(Long Answer Type Questions)

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

7. a) What is Competency Mapping ? How can competency be measured or assessed ?

   b) Design an induction training programme for 2 weeks for a group of management trainees who have been freshly appointed in an organization.   7 + 8

8. a) XYZ organization has organized a training programme of 10 days for the sales executives of the company. As an HR manager you have to evaluate the training programme with a questionnaire. Prepare a questionnaire which may be used to undertake the reaction analysis of the trainees.

   b) Define Training Needs Assessment. What are its components ?   9 + 6

9. Design an induction training programme for one week for any one of the following :

   a) Management Trainee (Marketing and Sales)

   b) Management Trainee (Finance)

   c) Management Trainee (HRM)

   d) Management Trainee (Systems).

10. a) Discuss Kirkpatrick's model for measuring effectiveness of a training programme. Design a suitable format for taking feedback after a training programme.

    b) Distinguish between Training and Development.   10 + 5

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

    a) Mentoring

    b) Organisational Culture

    c) Job Redesign

    d) HRD Score Card

    e) Process of Counselling.

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