



**PRESIDENCY UNIVERSITY  
BENGALURU**

**SCHOOL OF MANAGEMENT  
MAKE-UP EXAMINATION - SEP 2023**

**Course Code :** BHR104

**Course Name :** Sem V - BHR104 - Human resource Development

**Program :** BBA - HRM

**Date :** 04-OCT-2023

**Time :** 1.00PM - 4.00PM

**Max Marks :** 100

**Weightage :** 50%

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**Instructions:**

- (i) Read all questions carefully and answer accordingly.
  - (ii) Question paper consists of 3 parts.
  - (iii) Scientific and non-programmable calculator are permitted.
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**PART A**

**ANSWER ALL THE FOLLOWING QUESTIONS**

**10 X 2 = 20M**

1. \_\_\_\_\_ is the concept that aims at providing rewards and promotions to employees on the basis of their performance.  
a) Performance Appraisal (CO1) [Knowledge]  
b) Organizational Change  
c) Organizational Development  
d) Career Planning
2. Which of the following is a reason for poor human capital formation in India?  
a) Brain Drain (CO1) [Knowledge]  
b) Rising population  
c) Deficient man power planning  
d) All of the above
3. The training need analysis to Identify the important work-related tasks and knowledge, skills, behaviors, abilities is called as \_\_\_\_\_.  
a) Organizational Analysis (CO1) [Knowledge]  
b) Person Analysis  
c) Task Analysis  
d) Business Analysis

4. \_\_\_\_\_ method creates a situation that is as far as possible a replica of the real situation for imparting training. (CO2) [Knowledge]
- a) The Simulation
  - b) The lecture
  - c) Brainstorming
  - d) Study groups
5. The following are the benefits of training (CO2) [Knowledge]
- a) Increased Productivity
  - b) Reduced Accidents
  - c) Reduced Supervision
  - d) All of the above
6. \_\_\_\_\_ adult learners process information by doing and is one of those learning styles that needs action to make information stick. (CO2) [Comprehension]
- a) Kinesthetic
  - b) Interpersonal
  - c) Linguistic
  - d) Auditory
7. \_\_\_\_\_ is a method of training wherein employees are transferred from one job to another (CO3) [Comprehension]
- a) Counselling
  - b) Coaching
  - c) Job rotation
  - d) Role analysis
8. \_\_\_\_\_ is the process of earning a micro-credential, which are like mini-degrees or certifications in a specific topic area. (CO3) [Comprehension]
- a) Virtual Reality
  - b) Discovery Learning
  - c) Open Forum
  - d) Micro-credentialing
9. Which of the following goals is the focus of diversity training? (CO3) [Comprehension]
- a) To create cross-cultural sensitivity
  - b) To foster harmonious working relationships
  - c) To socialize employees into the corporate culture
  - d) All of the above
10. Which of the following is **not** a feature of learning? (CO2) [Comprehension]
- a) Learning takes time
  - b) Learning is an interactive process
  - c) Learning is an iterative process
  - d) None of the above

## PART B

### ANSWER ALL THE FOLLOWING QUESTIONS

4 X 10 = 40M

11. In your opinion, what HRD skills or competencies does an HRD manager need? How are these skills and competencies learned?

(CO1) [Comprehension]

12. What do you understand by training. Discuss the various methods used in the training of employees in industrial concern.

(CO2) [Comprehension]

13. In the fast-moving business world of today, organization are evolving. The role of manager has become more diverse. Radical changes are taking place because of economic pressure and the demand for enhancing efficiency and productivity. Growth of information technology facilitated tasks to be completed within seconds than in days. To keep pace with such an environment, organizations must develop its people and allow them to grow. HRD must therefore be viewed as total system interacting with other systems of the organization. The employees capabilities need to be sharpened. Throw light to the need for HRD in this context.

(CO1) [Comprehension]

14. A&P is a large computer manufacturing company having a separate training department. Mr. Ramesh Bhargav has just been assigned to the training department. His job is to evaluate the training programme and he has to work directly with the training and development programme for the first line supervisors. He has also been charged with the responsibility of measuring the effectiveness of some of the company's training programmes. The usual evaluation programmes which is followed in the company has been to administer a reaction questionnaire, which is given to the trainees at the end of the training programme. Mr. Bhargav is skeptical about this method. He thinks that anyone who receives time off from the work to go to a training programme at a place different from the work place, might think that the programme was great. He wants to find other means of evaluating the programme, which will truly measure its results and effectiveness. One method he has thought about to send questionnaires to the subordinates whom the trainee supervisors supervised, thought he is not very comfortable about sending out such questionnaires. He knows that these will not very meaningful. But he has to do something to evaluate the effectiveness of the training programme. He is in a real dilemma now.

Questions:

- i. Does sending out the questionnaires is a good alternative?
- ii. What type of experiment, in your opinion, can be designed to evaluate the programme?

(CO3) [Comprehension]

**PART C**

**ANSWER ALL THE FOLLOWING QUESTIONS**

**2 X 20 = 40M**

- 15.** Jim Delaney, president of Apex Door, has a problem. No matter how often he tells his employees how to do their jobs, they invariably “decide to do it their way,” as he puts it, and arguments ensue between Jim, the employee, and the employee’s supervisor. One example is the door-design department, where the designers are expected to work with the architects to design doors that meet the specifications. Although it’s not “rocket science,” as Jim puts it, the designers invariably make mistakes—such as designing in too much steel, a problem that can cost Apex tens of thousands of wasted dollars, once you consider the number of doors in, say, a 30-story office tower.

The order-processing department is another example. Jim has a very specific and detailed way he wants the order written up, but most of the order clerks don’t understand how to use the multipage order form. They simply improvise when it comes to a detailed question such as whether to classify the customer as “industrial” or “commercial.”

The current training process is as follows. None of the jobs has a training manual per se, although several have somewhat out-of-date job descriptions. The training for new people is all on the job. Usually, the person leaving the company trains the new person during the one- or two-week overlap period, but if there’s no overlap, the new person is trained as well as possible by other employees who have filled in occasionally on the job in the past. The training is the same throughout the company—for machinists, secretaries, assemblers, engineers, and accounting clerks, for example.

Questions

- a) What do you think of Apex’s training process? Could it help to explain why employees “do things their way”? If so, how?
- b) What role should job descriptions play in training at Apex?
- c) Explain in detail what you would do to improve the training process at Apex. Make sure to provide specific suggestions.

(CO1) [Comprehension]

- 16.** Knowing how adults learn is crucial when designing the employee training process. We cannot design and present material for adults in the same way we would for children and expect good results. Within these differences, adult learning styles further complicate how adults learn. Learners of all ages are wired differently. Research has shown that not everyone learns the same way. Explain in detail the major types of adult learning styles.

(CO2) [Application]

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