

MBA 2 Sem.-3 & 5 Examination

HRM

HRD

January-2024

Time : 2-30 Hours]

[Max. Marks : 70

Q.1 Name the concepts from the following descriptions:

- 1) Learning
- 2) Task Analysis
- 3) Career
- 4) Mentoring
- 5) Ethics of HRD
- 6) Classroom training
- 7) Abilities

Q.2 Write short notes on (any two):

- 1) Roles of an HRD professional
- 2) Impact of learning styles on development
- 3) Scheduling HRD program

Q.3 Answer any one:

- 1) The process of identifying training needs.
- 2) Preparation of the training budget and managing desirable Return on Investment (ROI)

Q.4 A manager working in the Human Resource Development (HRD) department of a large company has collected the following *self-reported* data from the supervisors before and after they completed their training. The supervisors have considered their own behaviors before and after the training and noted the changes.

The numbers appearing below represent average values of responses collected from 37 supervisors:

Sr. No.	Qualities	Rating on a 10–point scale	
		Before	After
Personal			
1	Have confidence in subordinates	-	6
2	Be ready to accept suggestions from subordinates	1	8
3	Be polite in behavior towards others including juniors	3	7
4	Be a man of principles	2	-
5	Support the subordinates who face difficulties	5	-
Professional			
1	Be punctual	-	10
2	Do manpower planning	-	4
3	Delegate powers	-	4
4	Have leadership qualities	2	8
5	Be a good coordinator	4	10
6	Have good job knowledge	5	10

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7	Be quick in decision making	3	6
8	Be duty conscious	1	1
9	Have a sense of future planning	2	1
10	Arrange for needed equipment and material	1	-
Human Relations			
1	Be effective in managing human relations	-	10
2	Be honest to the organization	-	7
3	Appreciate the good work of subordinates	3	8
4	Be cooperative	1	2

What conclusions will you make after analyzing the above information?

Q.5 From the following information, calculate the HRD return on investment:

You are the Assistant Manager, HR at JobRUs. You have been asked to develop an in-house executive training program for recruiters, which needs to be rolled out in 7 months' time. JobRUs is finalizing the plans to operationalize an office in each of 20 locations across India by end of this year. 15 recruiters are envisaged in all but ten interns have been given pre-placement offers and are expected to join by May 1st in 2024 as recruiters. These will be the first training participants.

Their starting salary is Rs. 60,000/month.

You have a limit (which you cannot exceed) of Rs. 3 lakh for design, development and delivery of the 2-week residential training program (you follow 5-day week). The objective of the training program is to ensure that recruiters deliver 100% on their job responsibility and duties. Since you are familiar with the expectations from recruiters at JobRUs, prepare a budget proposal based on the following information from the JobRUs sources:

Particulars	Rate	Amt. Rs.
One expert to design training program in 10 days	Rs. 5,000/day	
Resources needed for design of training program		1,500
Instructor (external)	Rs. 5,000/day	
Training material	Rs. 2,000/participant	
Clerical support	Rs. 500/day	
Food and refreshment	Rs. 1,000/participant/day	
Instructor travel	Rs. 3,000 1-way	
Training space and other facilities	Rs. 8,000/day	
Participants' salary	Rs. 60,000/month	

- 1) Calculate the cost as estimated. By what amount are you exceeding the budget?
- 2) How will you bring it within the budget?

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