

[This question paper contains 16 printed pages.]

Your Roll No.....

Sr. No. of Question Paper : 3660

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Unique Paper Code : 2413090011

Name of the Paper : Human Resource Development

Name of the Course : B.Com. (P) UGCF

Semester : V – DSE

Duration : 3 Hours

Maximum Marks : 90

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Attempt **all** questions.
3. Part of questions to be attempted together.
4. **All** questions carry equal marks.
5. Answers may be written either in English or Hindi; but the same medium should be used throughout the paper.

छात्रों के लिए निर्देश

1. इस प्रश्न-पत्र के मिलते ही ऊपर दिए गए निर्धारित स्थान पर अपना अनुक्रमांक लिखिए।

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2. सभी प्रश्न कीजिए।
3. सभी प्रश्नों के भाग को एक साथ कीजिए।
4. सभी प्रश्नों के अंक समान हैं।
5. इस प्रश्न-पत्र का उत्तर अंग्रेजी या हिंदी किसी एक भाषा में दीजिए, लेकिन सभी उत्तरों का माध्यम एक ही होना चाहिए।

1. (a) Discuss the concept of HRD and its significance. (9)
- (b) What are the contemporary issues in HRD? (9)

OR

- (a) In global business environment what role does a human resource development manager plays in order to enhance the organizational strength? (9)
- (b) How does the concept of Human resource development arise, highlight the evolution of the HRD? (9)

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2. (a) Discuss the concept of HRD interventions comprising career planning, training and employee welfare schemes. (9)
- (b) Discuss work life balance culture. Why is it required for developing an organization? (9)

OR

- (a) Discuss Systems development and rewards in HRD. (9)
- (b) Explain the role of potential appraisal and performance appraisal in HRD. (9)
3. (a) What is the concept of learning assessment centre? Discuss the various techniques and tools used in learning assessment centres. (9)
- (b) What do you mean by Self-Directed Learning? "Traditional learning and Self-directed learning are the two contrasting methods". Comment. (9)

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OR

(a) What do you mean by Behaviour Modelling?

Discuss the importance of Behaviour modelling in personal and professional development. (9)

(b) Explain the 3 models of HRD evaluation. Briefly mention the challenges associated with HRD Evaluation. (9)

4. (a) What is meant by the term learning? Discuss the various learning theories? (9)

(b) "The requirement for T&D is controlled by employee's presentation of insufficiency." Comment on the statement explaining the rationale of T&D. (9)

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(a) What do you mean by Training Need Assessment (TNA). Discuss the various methods used for TNA. (9)

(b) What steps should be taken by an organization to design appropriate training programs for its employees? (9)

5. (a) Write short notes on any two of the following :

(i) Simulation method

(ii) Case study method

(iii) Programmed instructions

(iv) Lecture method (8)

(b) Case Study: Off-the-Job Training at Infosys Global Education Center

P.T.O.

Infosys, one of India's largest IT services companies, has long been recognized for its investment in employee training. The company established the Infosys Global Education Center (GEC) in Mysore, which is one of the world's largest corporate training campuses. The facility is used to deliver off-the-job training to thousands of newly recruited software engineers before they begin client-facing work.

Training Structure: Fresh graduates hired by Infosys undergo a residential training program lasting between 3 to 6 months. The program includes :

- Classroom-based instruction in programming languages, software engineering principles, and business communication.
- Workshops and simulations to apply technical concepts in real-life scenarios.

- Soft skills modules, including teamwork, leadership, and cross-cultural communication.

The off-site nature of the training allows employees to fully immerse themselves in learning without the distractions of regular job responsibilities.

Benefits: This form of off-the-job training has helped Infosys:

- Ensure a uniform skill base among its global workforce.
- Reduce onboarding time when employees join client projects.
- Enhance employee confidence and readiness before deployment.

Challenges: High training costs, including accommodation, faculty salaries, and logistics.

- Keeping training content updated with rapidly changing technology.
- Retention concerns, as some employees leave shortly after training, taking their newly acquired skills elsewhere.

Despite the challenges, Infosys continues to rely on this model to build a scalable and adaptable workforce.

Based on case study answer the following questions : (10)

- Explain how off-the-job training at Infosys supports both technical skill development and organizational goals.
- Identify and discuss two challenges associated with off-the-job training based on the Infosys model, and suggest ways to address them.

1 (क) मानव संसाधन विकास की अवधारणा और इसके महत्व पर चर्चा कीजिए। (9)

(ख) मानव संसाधन विकास में समकालीन मुद्दे क्या हैं? (9)

या

(क) वैश्विक कारोबारी माहौल में संगठनात्मक ताकत बढ़ाने के लिए मानव संसाधन विकास प्रबंधक क्या भूमिका निभाता है? (9)

(ख) मानव संसाधन विकास की अवधारणा कैसे उत्पन्न होती है, मानव संसाधन विकास के विकास पर प्रकाश डालिये? (9)

2. (क) कैरियर नियोजन, प्रशिक्षण और कर्मचारी कल्याण योजनाओं से युक्त मानव संसाधन विकास हस्तक्षेप की अवधारणा पर चर्चा कीजिए। (9)

(ख) कार्य जीवन संतुलन संस्कृति पर चर्चा कीजिए। संगठन के विकास के लिए इसकी आवश्यकता क्यों है? (9)