

[This question paper contains 8 printed pages.]

Your Roll No. 24069504012

Sr. No. of Question Paper : 3208

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Unique Paper Code : 2413082005

Name of the Paper : Human Resource Development

Name of the Course : B.Com. (H) UGCF – DSE

Semester : IV

Duration : 3 Hours

Maximum Marks : 90

समय : 3 घण्टे

पूर्णांक : 90

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. All questions carry equal marks.
3. Attempt all questions and no internal choice in question number 5.
4. 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।
2. सभी प्रश्नों के अंक समान हैं।
3. सभी प्रश्नों के उत्तर दें और प्रश्न संख्या 5 में आंतरिक विकल्प न चुनें।
4. 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 role of Human Resource Development in improving employee performance and organisational effectiveness. Explain how HRD culture and climate influence employee motivation and growth. (9)

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- (b) Explain the concept of training within industry. Discuss the differences between on-the-job training and off-the-job training with suitable examples. (9)

OR

- (c) Differentiate between Human Resource Management and Human Resource Development. What are the contemporary issues in HRD? (9)
- (d) Explain the concept and process of simulation and in-basket exercises as training methods. How do these techniques help in developing decision-making and problem-solving skills among managers? (9)
2. (a) Explain the role of performance coaching and feedback in enhancing employee performance. How does it support continuous learning and improvement? (9)
- (b) Examine the significance of rewards, employee welfare, and work-life balance in HRD. How do they influence employee motivation and productivity? (9)

OR

- (c) Discuss the importance of career planning and training in HRD. How do these practices help in employee growth and organisational success? (9)
- (d) Critically analyse the concept of HRD audit. How does it help in evaluating the effectiveness of HRD functions in an organisation? (9)
3. (a) Discuss various models of HRD and curriculum design. How do these models help in structuring effective learning programmes? (9)

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- (b) Differentiate between individual learning and group learning. Discuss their significance in organisational development. (9)

OR

- (c) Discuss the concept of self-directed learning. How does it enhance employee autonomy and continuous development? (9)
- (d) Explain the importance of evaluating HRD programmes. What methods can be used to assess their effectiveness? (9)
4. (a) Explain the concept of training needs assessment. Why is it essential to design it before a training programme? (9)
- (b) Explain the implementation process of training programmes. What challenges may arise during execution? (9)

OR

- (c) Discuss various methods of evaluating training programmes. How can training effectiveness be measured? (9)
- (d) Explain the Kirkpatrick model of training evaluation. Highlight its advantages and limitations. (9)
5. (a) Write short notes on **any two** of the following : (4,4)
- (i) Components of HRD
 - (ii) Performance Appraisal
 - (iii) Vestibule Training
 - (iv) Role Play and Simulation as Training Techniques

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panel

- (b) Read the Case Study carefully and attempt the questions:

Zenith Digital Services, located in Pune, is a mid-sized outsourcing company. In the past year, the company hired around 180 employees for technical support, operations, and client management roles. However, within a few months, many new employees either left the company or expressed dissatisfaction in surveys. The HR department found that the training program was outdated and mostly based on presentations with very little practical learning. It also treated all employees the same, without considering different skill levels and learning abilities.

Ritika, the Learning and Development Manager, decided to improve the training system. A Training Needs Analysis was conducted to identify employee requirements. Based on the results, a blended training program was introduced that included mentoring, simulation exercises, and hands-on assignments.

The company also started collecting feedback after every session and conducting regular assessments to measure learning progress. Senior employees were assigned as guides to help new workers adjust to their roles. Interactive group activities were added to improve communication and teamwork among employees. Trainers regularly updated the learning materials according to industry requirements. As a result, employee satisfaction improved, attrition reduced, and team performance increased.

Questions:

- (i) What were the main reasons for the failure of the earlier training program? (2)

- (ii) Explain the steps involved in the revised training strategy and how they improved employee satisfaction. (4)

- (iii) Identify two training methods used in the new program and evaluate their effectiveness. (4)