

**STELLA MARIS COLLEGE (AUTONOMOUS), CHENNAI – 600 086**  
**(For candidates admitted during the academic year 2020-2021 and thereafter)**

**SUBJECT CODE : 20HR/PC/HD24**  
**M.A. DEGREE EXAMINATION – APRIL 2023**  
**HUMAN RESOURCE MANAGEMENT**  
**SECOND SEMESTER**

**COURSE : MAJOR CORE**  
**PAPER : HUMAN RESOURCE DEVELOPMENT**  
**TIME : 3 HOURS** **MAX. MARKS : 100**

**SECTION A**

**ANSWER ALL QUESTIONS. ANSWER SHOULD NOT EXCEED 50 WORDS**

**(10 x 2=20)**

1. State the objectives of Human Resource Development.
2. What is KRA? Give example.
3. State three Limitations of Management by objectives.
4. What is Competitive Bench Marking? State with suitable example.
5. How does an employee benefits from a company who practices job rotation?
6. Why do employee resist training?
7. Role play is important for training employees. Justify
8. What do you mean by Training aids?
9. What is Employee Counselling?
10. Define Employee Empowerment.

**SECTION B**

**ANSWER ANY FOUR QUESTIONS. ANSWER SHOULD NOT EXCEED 600**

**WORDS: (4 x 10 = 40)**

11. Discuss the Key performance indicators in HR. How to measure them?
12. Explain the types of Performance Management system. What are the components of an Efficient Performance Management System?
13. What are the principles of Training? Describe the learning styles of trainees.
14. Discuss the basis for need assessment. Describe methods of need assessment.
15. Discuss Donald Krikpatrick's evaluation model of training.
16. Describe the prerequisites and ways of employee empowerment.

**SECTION C**

**ANSWER ANY TWO QUESTIONS. ANSWER SHOULD NOT EXCEED 1200**

**WORDS (2 x 20 = 40)**

17. Explain the challenges in Training. Discuss the solutions to training challenges.
18. Discuss advantages of Training. Explain the methods of Training.
19. Explain the types of Audit and discuss the process of HR Audit.

20. Mrs. Jancy works with TBL global services, IT project management company, in the HR department. Jancy is known for her involvement not only in her duties but also in other various activities of the department. She was aware of many minute details about the department throughout her tenure. Hence she becomes a point of contact for any such information which often consumes her time.

She is loaded with responsibilities very often, sometimes given to her and sometimes taken by her. In the beginning, she was happy with her profile and gave her the best in all the responsibilities with her. When years pass and she gets elevated to higher responsibilities she becomes overloaded. Still, she was happy with her job.

One fine day suddenly, she realized that many of her colleagues complete their work on time and also equally take care of their personal life. On the other hand, Jancy, having been loaded with responsibilities completed it partially at work and partially during her personal time. This becomes a reason for her stress.

She started questioning her ability to not being able to complete her work at the scheduled time. Later, she understood that apart from given responsibility she was involved in many other crucial activities of the department which becomes her additional responsibility which slowly the people forget that it is not under her job profile.

Jancy Being highly disturbed started feeling her job as a burden. She thought she can't come out of this because the habit which she developed for herself and her coworkers is irreversible. So she finally decided to take a break from her job.

She fixed an appointment with the head HR, Mr. Ratan, for her resignation, He knows the fact that her involvement is irreplaceable and he also knew that she can be his competitor in a very short period, so, he had some other plans for her.

During the conversation, Ratan understood that Jancy is highly stubborn in leaving the job. So he convinced her to do work from home and advised her to limit her responsibilities as she will not come in any direct contact with the employees. Jancy happily accepted the option and she felt relaxed.

At the same time, Mr. Ratan was reporting to CEO Mr. Vedant "Sir, I didn't accept the resignation. I have given Jancy the option of work from home and she accepted to continue the job". Mr. Vedant asked" but Ratan how did you made her accept this offer. And why you have given this option. As per her colleagues, her nature of doing the job is a key component."

Mr. Ratan with a smile replied. "Sir I advised her to limit her responsibilities to her profile by opting for work from home. She accepted the offer. And I am very sure that her very nature of involvement will not allow her to restrict her responsibility even after opting for work from home." So I am not going to lose the benefit of her involvement.

Mr. Vedant was worried by the last words of Ratan, he thought.”How I am going to execute my plan of replacing Jancy in Ratan’s position of Head HR as she opted for work from home and why did Ratan has that option to her.

1. Whose assumption is correct Jancy or Ratan?
2. According to you what could be the reason for Jancy being overloaded is it the fault of organizational structure or the nature of Jancy.
3. Also, answer the questions raised by Mr.Vedant in the last para. Was it a planned show?

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