

Total No. of Questions: 7

Total No. of Printed Pages:3

Enrollment No.....



Faculty of Management  
End Sem (Even) Examination May-2018  
MS5EH08 HRD Audit

Programme: MBA

Branch/Specialisation: Management

Duration: 3 Hrs.

Maximum Marks: 60

Note: All questions are compulsory. Internal choices, if any, are indicated. Answers of Q.1 (MCQs) should be written in full instead of only a, b, c or d.

- Q.1
- i. HRD Audit is a comprehensive evaluation of the existing 1  
(a) HRD Structure (b) HRD Strategies and system  
(c) HRD Competencies and Culture (d) All of these
  - ii. Process of forecasting ,developing & controlling human resource as 1  
enterprise is called as  
(a) HR planning (b) HR audit  
(c) HR evaluation (d) HR control
  - iii. The OCTAPACE full Form does not include 1  
(a) Passion (b) Openness (c) Confrontation (d) Trust
  - iv. Which of these is related to HRD culture: 1  
(a) OCTAPACE (b) OCTAPEACE  
(c) OCTAPIECE (d) None of these
  - v. Questionnaire is the 1  
(a) HRD culture (b) HRD Instrument  
(c) HRD competence score (d) HRD system maturity score
  - vi. HRD can be 1  
(a) A platform for organizational transformation  
(b) A vehicle for global knowledge transfer  
(c) Both (a) and (b)  
(d) Neither (a) or (b)
  - vii. Measure of 'cost effectiveness' among employees is part of 1  
(a) HRD culture (b) Business linkage score  
(c) HRD competence score (d) HRD system maturity score

P.T.O.

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- viii. HR maturity of company with respect to its strategic goals is measured by
    - (a) Human Resource Development (HRD) scorecard
    - (b) HR scorecard
    - (c) Both A and B
    - (d) None of these
 1
  - ix. Areas of HR audit are:
    - (a) Audit of HRP
    - (b) Audit of HRD
    - (c) Audit of IR
    - (d) All of these
 1
  - x. HRD Audit of Training will include
    - (a) Budget of training
    - (b) Needs analysis conducted and documented
    - (c) Record of Company-wide skills inventory
    - (d) Record of individual training record and evaluation
 1
- Q.2 Attempt any two:
- i. Define HRD Audit. Its role in Business Improvement. 4
  - ii. Explain HRD Process. 4
  - iii. Differentiate between HR Audit and HRD Audit. 4
- Q.3 i. Write the Full Form of OCTAPACE. 3
- ii. Write note on: Auditing HRD Culture 5
- OR iii. Explain the process of Auditing the HRD Structure. 5
- Q.4 i. What are the Myths and Realities of HRD Audit? 3
- ii. Explain the methodologies of HRD Audit in detail. 5
- OR iii. What are the challenges of HRD Competencies? 5
- Q.5 i. Name one company who is using scorecards for employees. 2
- Attempt any two:
- ii. How to Approach a Human Resource Scorecard. 3
  - iii. Explain the importance of Human Resource Scorecard. 3
  - iv. How to design a balance scorecard for employees. 3

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- Q.6 Write short note on any two:
- i. Audit of Training 4
  - ii. Audit of HRD Climate 4
  - iii. Audit of Industrial Relations. 4
- Q.7 Case Study 10
- The case is about the initiatives taken by the top Management of Departmental store chain JC Penney (JCP) under the leadership of Mike Ullman to remake its century old organisational climate and culture. After taking the charge of CEO of JCP in December 2004, Mike realised that the existing climate of the organisation is not appropriate which was leading to employee turnover. They were not able to attract new talent also. He also felt that climate and culture of JCP was not conducive for the achievement of the aggressive growth objectives set by the company. To inspire the employees and project JCP as a great place to work in, Mike and his team initiated various symbolic changes. They took various training and development initiatives to inculcate these changes.
- Within two years they were able to achieve their targets. This resulted in high job satisfaction, attracting talent etc. Analysts were of the view that to change the organisation climate and culture was the right decision taken at the right time. It was very beneficial from competitive point of view also.
- Answer the Questions below:**
- i. Discuss the role of top management in changing the culture and climate of the organization.
  - ii. What are the issues and challenges faced by Mike Ullman in changing the culture and climate of the organization which is more than 100 yrs old?

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**Marking Scheme**  
**MS5EH08 HRD Audit**

Q.1	i.	HRD Audit is a comprehensive evaluation of the existing (d) All of these	1		ii.	Explanation Auditing HRD Culture Example	3 marks 2 marks	5
	ii.	Process of forecasting ,developing & controlling human resource as enterprise is called as (b) HR audit	1	OR	iii.	Process of Auditing the HRD Structure Example	3 marks 2 marks	5
	iii.	The OCTAPACE full Form does not include (a) Passion	1	Q.4	i.	Myths of HRD Audit Realities of HRD Audit	1.5 marks 1.5 marks	3
	iv.	Which of these is related to HRD culture: (a) OCTAPACE	1		ii.	Methodologies of HRD Audit		5
	v.	Questionnaire is the (b) HRD Instrument	1	OR	iii.	Challenges of HRD Competencies		5
	vi.	HRD can be (c) Both (a) and (b)	1	Q.5	i.	One company who is using scorecards for employees Attempt any two:		2
	vii.	Measure of 'cost effectiveness' among employees is part of (b) Business linkage score	1		ii.	Three Approach a Human Resource Scorecard 1 mark for each	(1 mark * 3)	3
	viii.	HR maturity of company with respect to its strategic goals is measured by (a) Human Resource Development (HRD) scorecard	1		iii.	Three importance of Human Resource Scorecard. 1 mark for each	(1 mark * 3)	3
	ix.	Areas of HR audit are: (b) Audit of HRD	1		iv.	Three designing a balance scorecard for employees. 1 mark for each	(1 mark * 3)	3
	x.	HRD Audit of Training will include (d) Record of individual training record and evaluation	1	Q.6		Write short note on any two:		
Q.2		Attempt any two:			i.	Audit of Training		4
	i.	Definition of HRD Audit Four importance and role in Business Improvement. 0.5 mark each (0.5 mark * 4)	2 marks 2 marks		ii.	Audit of HRD Climate		4
	ii.	All the components of the HRD Process with explanation	4		iii.	Audit of Industrial Relations.		4
	iii.	Four difference HR Audit and HRD Audit 1 mark each	4 (1 mark * 4)	Q.7		Case Study		10
Q.3	i.	Full Form of OCTAPACE One line explanation of each	1 mark 2 marks			<b>Answer the Questions below:</b> (a) Role of top management (b) Three issues (c) Three challenged	4 marks 3 marks 3 marks	
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