[This question paper contains 3 printed pages.] 2882 Your Roll No. ..... M.Com./Sem. III (NC)  $\mathbf{F}$ Paper No. MJ 321: Human Resource Development Maximum Marks: 100 Time: 3 Hours (Write your Roll No. on the top immediately on receipt of this question paper.) Attempt all questions. All questions carry equal marks. Discuss the concept of HRD and its evolution in India. 1. (20)OR (a) HRD is different from human resource management. Do you agree? Support your answer with suitable examples. (10)

(b) Discuss the usability of balanced score card in

HRD

(10)

2. If you are appointed as learning head of a multinational organization, what mechanism you would evolve in the organization to make a need gap analysis for HRD. Explain (20)

## OR

Discuss the process of implementation of HRD program in family based business organizations. (20)

3. Keeping different styles of learning in mind, design an effective HRD program. (20)

## OR

Success or failure of HRD intervention depends on the culture of the organization. Discuss the statement giving suitable examples. (20)

- 4. (a) Discuss the relationship between HRD and career development. (10)
  - (b) Discuss the role of socio technical environment in designing HRD program (10)

- (c) Compare and contrast mentoring with coaching in relation to HRD. (10)
- (d) Write short note on role of organizational climate in HRD processes. (10)
- 5. Write an essay on HRD audit building a justification for the interventions. (20)

## OR

- (a) Discuss the role of trade unions in success of HRD programs. (10)
- (b) Write short note on organization development. (10)