

Soon it was realized that an average employee contributes half of their life at workplace and a small number of bad fishes spoil the working culture of the organization and therefore, the importance of HRD was realized. The PSU Banks in India also came in the race and created HRD department in their Banks but with half-hearted will where top management gave relatively low priority to the people dimensions. In most of the Banks, the training department was renamed as HRD department. There was a lack of management interest towards people; the personnel department did not make any improvement in the situation and instead it created confusion among the employees.

- (a) Give solution to the problem assuming yourself HR manager.
- (b) Explain the need to develop HRD culture in the organization.

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Total No. of Questions: 7

Total No. of Printed Pages:4

Enrollment No.....



Faculty of Management Studies

End Sem Examination Dec-2023

MS5EH08 HRD Audit

Programme: MBA

Branch/Specialisation: Management / HR

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. Assume suitable data if necessary. Notations and symbols have their usual meaning.

- Q.1 i. The human resource audit is the process to evaluate \_\_\_\_\_ 1  
performance.  
(a) Organisation (b) HR Policy  
(c) HR Department (d) All of these
- ii. Deciding what to audit depends largely on the perceived \_\_\_\_\_ 1  
in the organization's HR environment  
(a) Policies & Practices (b) Implementation  
(c) Weakness (d) Process
- iii. OCTAPACE culture means: 1  
(a) Openness - cooperation - Truth - Authenticity - Proaction -  
Autonomy - Collaboration - Experimentation  
(b) Openness - Confrontation-Trust - Autonomy - Proaction -  
Authority- Collaboration Experimentation  
(c) Openness - Confrontation - Trust - Authority - Proaction -  
Autonomy cooperation - Experimentation  
(d) Openness - Confrontation - Trust - Authenticity - Proaction -  
Autonomy - Collaboration - Experimentation
- iv. HRD system are designed to suit the: 1  
(a) Organizational culture (b) Human Resources  
(c) Economy of the country (d) Markets
- v. HRD professionals should continuously exchange: 1  
(a) Their experiences (b) Their thoughts  
(c) Their views (d) Their working

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vi.	HRD Competencies are-	1
	(a) Key attributes	
	(b) Importance	
	(c) Competent level	
	(d) None of these	
vii.	The HR maturity of the company with respect to its strategic goals is measured by-	1
	(a) Human Resource Development scorecard	
	(b) Balance scorecard	
	(c) Competency scorecard	
	(d) None of these	
viii.	The HR scorecard measures:	1
	(a) HR deliverables	
	(b) Metrics	
	(c) KPIs	
	(d) All of these	
ix.	What is the purpose of the policies and procedures?	1
	(a) To make our lives miserable	
	(b) To add more complexity to it	
	(c) To help us behave professionally with each other, with customers and the environment	
	(d) To add more formality and shape to workplace	
x.	Audit of industrial relations policies, practices and procedures is:	1
	(a) HRD audit	
	(b) Industrial relations audit	
	(c) HR audit	
	(d) Corporate relations audit	
Q.2	i. Define HRD audit.	2
	ii. What is need for HRD audit?	2
	iii. How to design HRD audit process?	4
OR	iv. What parameters are to be audited in the organization?	4
Q.3	i. Define OCTAPACE.	3
	ii. Discuss the importance of top management styles in building culture.	5

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OR	iii.	Write short notes on-	5
		(a) Auditing the HRD culture	
		(b) Current structures and structural alternatives	
Q.4	i.	Define HRD competencies.	3
	ii.	Discuss professionalism in HR in detail.	5
OR	iii.	Explain myths and realities of HRD.	5
Q.5	i.	Define HR scorecard.	3
	ii.	How to measure HR effectiveness?	5
OR	iii.	Explain the reasons for implementing HR scorecard.	5
Q.6		Attempt any two:	
	i.	Discuss audit of HR planning.	4
	ii.	Discuss audit of training.	4
	iii.	Discuss audit of industrial relations.	4
Q.7		Case Study	10
		During the period of '80s and '90s, the banks in Public Sector Banks in India were operating in a monopolistic, risk free, competition less environment on 4+4+4 basis. This means to obtain a deposit at 4%, lend it at 12% and earn another 4% through fees. During this period, industrial relation was on the peak and to handle the situation, the Banks created personnel department constituted by Personnel Managers who identified themselves as the guardians of rules/regulations, which were designed to avoid discord rather than promote cooperation and collaboration. This legacy continued for years together and even today also to some extent. As Sangwan says, "the unions up till today have been successful in getting better pay and better working conditions. But such cooperation between management and unions could only satisfy the economic needs of the employees. The other issues such as career planning, recognition of talents, differentiation between performers and non-performers, performers were side-lined. This sowed the seeds of frustration among employees and had negative impact on organisation's performance".	

## Marking Scheme

### MS5EH08 (T)- HRD Audit (T)

Q.1	i)	C. HR Department	1
	ii)	C. Weakness	1
	iii)	(D) Openness-Confrontation-Trust- Authenticity-Proaction-Autonomy-Collaboration- Experimentation	1
	iv)	A.Organizational culture	1
	v)	A. their experiences	1
	vi)	A. Key attributes	1
	vii)	A. Human Resource Development scorecard	1
	viii)	D. All of the above	1
	ix)	C. To help us behave professionally with each other, with customers and the environment.	1
	x)	B. Industrial relations audit	1
Q.2	i.	Definition of HRD audit	(2 marks)
	ii.	Need for HRD audit	(2 marks)
	iii.	Designing HRD audit process.	(4 marks)
OR	iv.	Explain parameters are to be audited in the organization.	(4 marks)
Q.3	i.	Definition of OCTAPACE.	(3 marks)
	ii.	Importance of top management styles in building culture.	(5 marks)
OR	iii.	Short notes on-	
		(a) Auditing the HRD culture	(2.5 marks)
		(b)Current structures and structural alternatives	(2.5 marks)
Q.4	i.	Define HRD competencies.	(3 marks)
	ii.	Explanation of professionalism in HR in detail.	(5 marks)
OR	iii.	Explain myths and realities of HRD.	(5 marks)
Q.5	i.	Define HR scorecard.	(3 marks)
	ii.	The ways to measure HR effectiveness.	(5 marks)
OR	iii.	Explain the reasons for implementing HR scorecard.	(5 marks)

Q.6	Any two-	
	i.	Discuss audit of HR planning. (4 marks)
	ii.	Discuss audit of training. (4 marks)
	iii.	Discuss audit of industrial relations. (4 marks)
Q.7	Case Study	(10 marks)

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