

Enrollment No.....



Faculty of Management Studies
End Sem (Even) Examination May-2022
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.

- 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. Which of the following is a type of HR Audit? **1**
(a) Benchmark Audit (b) Comparative HR Audit
(c) Compliance HR Audit (d) Standardization Audit
- iii. HR audits vary in nature and can be performed by _____. **1**
(a) Internal departments
(b) HR member
(c) External auditors
(d) Either internal auditors or HR professionals
- iv. HR Audit is _____ obligation. **1**
(a) Not a legal (b) A legal
(c) A social (d) Not an official
- v. Methodology of HRD audit _____. **1**
(a) Individual Interviews (b) Group Interviews
(c) Workshop (d) All of these
- vi. Which of the following conditions is essential for an effective HR **1**
audit?
(a) Top management's commitment
(b) Clarity in HR audit objectives
(c) Regularity and continuity
(d) All of these

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vii.	Balance score card is useful for organization to measure-	1
	(a) The maturity of the organization	
	(b) The utility of the workers	
	(c) The management of companies	
	(d) None of these	
viii.	HRD Audit can useful for audit of _____.	1
	(a) Audit HRD Climate (b) Audit Training	
	(c) Audit Industrial Relation (d) All of these	
ix.	HRP Audit is for _____.	1
	(a) HR planning (b) Financial planning	
	(c) Marketing planning (d) Organizational planning	
x.	HRD audit is used to find out _____.	1
	(a) Basic need of the company	
	(b) Future need of the organization	
	(c) Past need of the company	
	(d) None of these	
Q.2	i. Define HRD Audit. How can HRD Audit be used as a tool for organizational development.	3
	ii. Describe HRD Audit methodology and its limitations.	5
OR	iii. Explain HRD Audit parameters and its need in present business scenario.	5
Q.3	i. Discuss the term HRD culture. Highlight objectives of Auditing the HRD culture.	3
	ii. What do you mean by OCTAPACE culture? Discuss its importance.	5
OR	iii. Auditing the style of top management. Critically examine it with suitable examples.	5
Q.4	i. Discuss HRD competencies. Highlight main features of professionalism in HR.	3
	ii. Critically examine myths and realities of HRD Audit.	5
OR	iii. What are the HRD Audit instruments? Explain different types of HRD Audit instruments.	5
Q.5	i. Define HR Scorecard? Discuss its objectives and importance.	2

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	ii. Highlight reasons for implementing the Human Resource Scorecard? How to maintain HR scorecard effectiveness?	6
OR	iii. Explain Balance Scorecard. Highlight the framework of Balance Scorecard.	6
Q.6	Attempt any two:	
	i. Briefly explain the process for audit of HR planning.	4
	ii. What do you understand by audit of HR climate? Explain.	4
	iii. Write short note on workplace policies and practices.	4
Q.7	Case Study	10
	Logistics company that wins contracts to run warehouse capacity and to provide transport for distribution and deliveries. People were transferred from a previous contractor in a unionised environment with a style of workforce management that was insecure and difficult with the kind of practices. The HRM Audit Framework carried out a complete review of both the current arrangements and identified issues and options for potential action (Design Stage Outcome 'B' – non-contributory HRM practices). The options for action included the creation of a comprehensive and more appropriate range of HRM policies and practices, improved clarity in the procedural relationship with the recognised trade union and engendered a more collaborative management approach. Implementation helped transferred employees to quickly identify with the new employer, generated a good cooperative atmosphere which ensured both stability and effective management and coordination of all aspects of the business including excellent customer relationships. The outcomes following analysis recognised that the focused on the problem of non-contributory HRM practices with a degree of ineffectual activity which formed the content of an implementation plan with 'TORCH' objectives.	
	(a) Critically analyses the case. Identify current level of HRM effectiveness in the case.	
	(b) How HRM Audit Framework approach used to assist organisations to achieve improved performance through HRM? Explain.	

Marking Scheme
MS5EH08 HRD Audit

Q.1	i.	The Human Resource Audit is the process to evaluate _____	1
		performance.	
		(c) HR Department	
	ii.	Which of the following is a type of HR Audit?	1
		(c) Compliance HR Audit	
	iii.	HR audits vary in nature and can be performed by _____.	1
		(d) Either internal auditors or HR professionals	
	iv.	HR Audit is _____ obligation.	1
		(a) Not a legal	
	v.	Methodology of HRD audit _____.	1
		(d) All of these	
	vi.	Which of the following conditions is essential for an effective HR audit?	1
		(d) All of these	
	vii.	Balance score card is useful for organization to measure-	1
		(a) The maturity of the organization	
	viii.	HRD Audit can useful for audit of _____.	1
		(d) All of these	
	ix.	HRP Audit is for _____.	1
		(a) HR planning	
	x.	HRD audit is used to find out _____.	1
		(b) Future need of the organization	
Q.2	i.	Define HRD Audit	1 mark
		HRD Audit be used as a tool for organizational development	2 marks
	ii.	HRD Audit methodology	3 marks
		Its limitations	2 marks
OR	iii.	HRD Audit parameters	3 marks
		Its need in present business scenario	2 marks
Q.3	i.	HRD culture	1 mark
		Objectives of Auditing the HRD culture	2 Marks
	ii.	OCTAPACE culture	3 marks
		Its importance	2 marks

OR	iii.	Auditing the style of top management.		5
		Explanation	3 marks	
		Examples	2 marks	
Q.4	i.	HRD competencies	1 mark	3
		Features of professionalism in HR	2 marks	
		Myths of HRD Audit	3 marks	5
OR	iii.	Realities of HRD Audit	2 marks	
		HRD Audit instruments	2 marks	5
		Types of HRD Audit instruments	3 marks	
Q.5	i.	HR Scorecard	1 mark	2
		Its objectives and importance	1 mark	
		Reasons for implementing the HR Scorecard	4 marks	6
OR	iii.	Maintain HR scorecard effectiveness	2 marks	
		Balance Scorecard	4 marks	6
		Framework of Balance Scorecard	2 marks	
Q.6	Attempt any two:			
	i.	Process for audit of HR planning		4
		As per the explanation		
	ii.	Audit of HR climate		4
		As per the explanation		
	iii.	Workplace policies and practices		4
Q.7	As per the explanation			
	Case Study			10
	(a)	Current level of HRM effectiveness in the case	5 marks	
	(b)	HRM Audit Framework approach	5 marks	
