

Enrollment No.....



Faculty of Management Studies  
End Sem (Even) Examination May-2019  
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.

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|-----|------|---|---|
| Q.1 | i.   | An HRD Audit refers to  | 1 |
|     |      | (a) Evaluation of a Person      (b) Evaluation of a System      |   |
|     |      | (c) Evaluation of a Culture      (d) All of these               |   |
|     | ii.  | HRD Audit Attempts to find out                                  | 1 |
|     |      | (a) Future needs of an organization                             |   |
|     |      | (b) Past needs of an organization                               |   |
|     |      | (c) Both (a) and (b)  |   |
|     |      | (d) None of these   |   |
|     | iii. | The method for auditing HRD Culture is/are                      | 1 |
|     |      | (a) Survey      (b) Observation                                 |   |
|     |      | (c) Both (a) and (b)      (d) None of these                     |   |
|     | iv.  | HRD Audit can audit   | 1 |
|     |      | (a) The style of Customers      (b) The Style of Top Management |   |
|     |      | (c) The style of Suppliers      (d) None of these               |   |
|     | v.   | HRD Audit is conducted at                                       | 1 |
|     |      | (a) Apollo Tyres      (b) L & T                                 |   |
|     |      | (c) Crompton      (d) All of these                              |   |
|     | vi.  | The types of interviews are                                     | 1 |
|     |      | (a) Individual interview      (b) Group interview               |   |
|     |      | (c) Both (a) and (b)      (d) None of these                     |   |
|     | vii. | Balance score card is used to improve the quality of _____.     | 1 |
|     |      | (a) Organization      (b) Management                            |   |
|     |      | (c) HRD      (d) All of these                                   |   |

[2]

[3]

	viii.	Balance score card measures	1
		(a) The Maturity of the organization	
		(b) The Maturity of the Market place	
		(c) The Maturity of the competitors	
		(d) None of these	
	ix.	Under HRD Audit, you can audit	1
		(a) HRD Climate	
		(b) Training	
		(c) Industrial Relations	
		(d) All of these	
	x.	Audit of HR Planning is related with	1
		(a) Finance Planning	
		(b) Manpower planning	
		(c) Marketing Planning	
		(d) Manufacturing planning	
Q.2	i.	What is HRD Audit?	2
	ii.	Why HRD Audit is needed?	2
	iii.	Discuss the role of HRD Audit in Business Improvement.	4
OR	iv.	Elaborate the process of HRD Audit in the organization.	4
Q.3	i.	What do you understand by OCTAPACE culture?	3
	ii.	Describe the importance of Top Management Styles in Building Organizational Culture.	5
OR	iii.	How do you Audit the style of Top Management in an Organization?	5
Q.4	i.	How Professionalism in HR can be developed?	3
	ii.	Discuss the myths and realities of HRD.	5
OR	iii.	Explain various HRD Audit instruments.	5
Q.5	i.	What do you understand by Human Resource Scorecard?	3
	ii.	Describe the framework of Balance Scorecard.	5
OR	iii.	What are the reasons for implementing the Human Resource Scorecard in the organization?	5
Q.6		Write short notes on any two:	
	i.	Audit of Industrial Relations.	4
	ii.	Audit of Corporate Strategies.	4
	iii.	Workplace Policies and Practices.	4

Q.7

Case Study:

10

A family run business successful in its field for many years had always relied on good will from its staff but as they employed more people the usual problems arose. What could they do about poor timekeepers, how could they enforce certain housekeeping rules and what should they be paying when people are off ill?

They contacted Vital HR to carry out an HR Audit to identify how they could improve their employment documents and how to define working rules.

Following the audit employment contracts and handbook were produced specifically to meet the needs of this business. In carrying out this exercise all employees became aware of what was expected of them, everyone was treated consistently with regard to eligibility for holidays, sick pay etc. and there were frameworks in place when a disciplinary issue arose.

Questions:

- Why it is important to conduct HRD Audit in the organization?
- If you are a HR manager in this organization, how do you design HRD Audit in this situation?

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

Q.1	i.	An HRD Audit refers to	1
		(d) All of these	
	ii.	HRD Audit Attempts to find out	1
		(a) Future needs of an organization	
	iii.	The method for auditing HRD Culture is/are	1
		(c) Both (a) and (b)	
	iv.	HRD Audit can audit	1
		(b) The Style of Top Management	
	v.	HRD Audit is conducted at	1
		(d) All of these	
	vi.	The types of interviews are	1
		(c) Both (a) and (b)	
	vii.	Balance score card is used to improve the quality of _____.	1
		(d) All of these	
	viii.	Balance score card measures	1
		(a) The Maturity of the organization	
	ix.	Under HRD Audit, you can audit	1
		(d) All of these	
	x.	Audit of HR Planning is related with	1
		(b) Manpower planning	
Q.2	i.	Meaning of HRD Audit	2
	ii.	Need of HRD Audit	2
		Any two points 1 mark each (1 mark * 2)	
	iii.	Any four role of HRD Audit in Business Improvement	4
		1 mark for each (1 mark *4)	
OR	iv.	Process of HRD Audit in the organization	4
		1 mark for each step (1 mark * 4)	
Q.3	i.	OCTAPACE culture	3
	ii.	Importance of Top Management Styles	5
		Any five points 1 mark for each (1 mark * 5)	
OR	iii.	Audit the style of Top Management in an Organization	5
		Five steps 1 mark for each step (1 mark * 5)	

Q.4	i.	Professionalism in HR	3
		Any three points 1 mark for each (1 mark *3)	
	ii.	Myths of HRD	5
		Realities of HRD. 2.5 marks	
OR	iii.	Any five HRD Audit instruments.	5
		1 mark for each (1 mark * 5)	
Q.5	i.	Human Resource Scorecard meaning	3
	ii.	Framework of Balance Scorecard	5
		Any five points 1 mark for each (1 mark * 5)	
OR	iii.	Reasons for implementing the Human Resource Scorecard	5
		Any five reasons 1 mark for each (1 mark *5)	
Q.6		Write short notes on any two:	
	i.	Audit of Industrial Relations.	4
		Any four points with Meaning 1 mark for each (1 mark * 4)	
	ii.	Audit of Corporate Strategies.	4
		Any four points with Meaning 1 mark for each (1 mark * 4)	
	iii.	Workplace Policies and Practices.	4
		Meaning 1 mark	
		Any three points 1 mark for each 3 marks	
Q.7		Case Study:	10
		Analysing Case 2 marks	
	(a)	Why it is important to conduct HRD Audit in the organization?	4 marks
	(b)	If you are a HR manager in this organization, how do you design HRD Audit in this situation?	4 marks

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