

Faculty of Management Studies

End Semester Examination May 2025

MS5EH08 HRD Audit

Programme	:	MBA	Branch/Specialisation	:	-
Duration	:	3 hours	Maximum Marks	:	60

Note: All questions are compulsory. Internal choices, if any, are indicated. Assume suitable data if necessary.
 Notations and symbols have their usual meaning.

Section 1 (Answer all question(s))

- | | Marks CO BL |
|---|-----------------|
| | 1 1 2 |
| Q1. What is the primary objective of conducting an HRD audit in an organization? | 1 1 2 |
| <input type="radio"/> To measure financial performance
<input checked="" type="radio"/> To improve HR effectiveness and align it with business goals
<input type="radio"/> To evaluate employee satisfaction only
<input type="radio"/> To reduce training costs | |
| Q2. Which of the following is not a typical component of the HRD audit process? | 1 1 2 |
| <input type="radio"/> Preventive actions
<input checked="" type="radio"/> Taxation compliance review
<input type="radio"/> Corrective actions
<input type="radio"/> Methodology definition | |
| Q3. The OCTAPACE culture does not include which of the following values? | 1 2 2 |
| <input type="radio"/> Openness
<input checked="" type="radio"/> Competitiveness
<input type="radio"/> Autonomy
<input type="radio"/> Collaboration | |
| Q4. Auditing top management styles helps in: | 1 2 2 |
| <input type="radio"/> Determining recruitment costs
<input checked="" type="radio"/> Understanding leadership influence on HRD culture
<input type="radio"/> Measuring employee stress levels
<input type="radio"/> Forecasting sales growth | |
| Q5. Which of the following is a commonly used instrument for HRD competency audit? | 1 3 3 |
| <input type="radio"/> Financial report analysis
<input type="radio"/> Profit margin analysis
<input checked="" type="radio"/> Group interview
<input type="radio"/> Sales pitch review | |
| Q6. Which of the following is a myth about HRD according to typical literature? | 1 3 2 |
| <input type="radio"/> HRD promotes professionalism
<input type="radio"/> HRD uses multiple instruments
<input checked="" type="radio"/> HRD is only about training
<input type="radio"/> HRD aligns with organizational goals | |
| Q7. What is the primary purpose of the HR Scorecard? | 1 4 2 |
| <input type="radio"/> To track employee grievances
<input type="radio"/> To calculate payroll taxes
<input checked="" type="radio"/> To link HR metrics with business strategy
<input type="radio"/> To determine training schedules | |
| Q8. The balanced scorecard evaluates performance based on which of the following four perspectives? | 1 4 2 |
| <input checked="" type="radio"/> Finance, Customer, Internal Process, Learning & Growth
<input type="radio"/> Training, Recruitment, Retention, Rewards
<input type="radio"/> HR, Sales, Marketing, Finance
<input type="radio"/> Structure, Style, System, Skills | |
| Q9. Which of the following areas is included in the HRD audit scope? | 1 5 2 |
| <input checked="" type="radio"/> Audit of corporate strategies
<input type="radio"/> Audit of customer base
<input type="radio"/> Audit of political environment
<input type="radio"/> Audit of export procedures | |

Q10. Auditing workplace policies and practices primarily helps in:

1 5 2

- Increasing product quality
- Enhancing HR compliance and fairness
- Reducing marketing expenses
- Improving branding strategy

Section 2 (Answer all question(s))

Q11. Define HRD Audit and explain its relevance in today's business environment.

Marks CO BL
3 1 2

Rubric	Marks
<ul style="list-style-type: none"> • Definition – 1 mark • Explanation of relevance – 2 marks 	3

Q12. (a) Explain any three key parameters that are audited in the HRD audit process.

5 1 1

Rubric	Marks
<ul style="list-style-type: none"> • Identification of 3 parameters – 3 marks • Explanation – 2 marks 	5

(OR)

(b) Describe the difference between HRD audit and general HR audit.

Rubric	Marks
<ul style="list-style-type: none"> • Explanation of HRD audit – 1 mark • Explanation of general HR audit – 1 mark • Key differences – 3 marks 	5

Section 3 (Answer all question(s))

Marks CO BL
3 2 2

Q13. Explain any three components of OCTAPACE culture.

Rubric	Marks
<ul style="list-style-type: none"> • Listing of components – 1 mark each • 	3

Q14. (a) How can HRD audit be used to assess the culture of an organization?

5 2 3

Rubric	Marks
<ul style="list-style-type: none"> • Concept of HRD audit in context – 2 mark • Methods for cultural assessment – 3 marks 	5

(OR)

(b) Compare the impact of any two different management styles on HRD culture.(any 5 points with explanation)

Rubric	Marks
<ul style="list-style-type: none"> • any 5 points with explanation 	5

Section 4 (Answer all question(s))

Marks CO BL

Q15. What are HRD audit instruments? Explain any two with examples.

3 3 2

Rubric	Marks
<ul style="list-style-type: none">• Definition of HRD audit instruments – 1 mark• Explanation of any two with examples – 2 marks	3

Q16. (a) Describe the challenges faced in developing HRD competencies.

5 3 1

Rubric	Marks
<ul style="list-style-type: none">• Listing of challenges – 2 mark• Explanation – 3 marks	5

(OR)

(b) Explain the role of observation and interviews in auditing HRD competencies.

Rubric	Marks
<ul style="list-style-type: none">• Explanation of observation – 2 marks• Explanation of interviews – 2 marks• Example - 1 mark	5

Section 5 (Answer all question(s))

Marks CO BL

Q17. What are the key elements of a balanced scorecard in HRD context?

3 4 3

Rubric	Marks
<ul style="list-style-type: none">• Listing of key elements – 2 marks• Explanation – 1 marks	3

Q18. (a) Discuss how HR scorecards can be used to evaluate HR effectiveness.

5 4 3

Rubric	Marks
<ul style="list-style-type: none">• Concept of HR scorecard – 2 mark• Evaluation mechanism – 3 marks	5

(OR)

(b) Differentiate between balanced scorecard and HR scorecard.

Rubric	Marks
<ul style="list-style-type: none">• Explanation of each – 2 marks• Comparison and key differences – 3 marks	5

Section 6 (Answer all question(s))

Marks CO BL

Q19. What is the purpose of auditing HR development and training activities?

3 5 3

Rubric	Marks
<ul style="list-style-type: none"> • Purpose of HRD audit – 1 marks • Specific focus on training – 2 marks 	3

Q20. (a) Describe how workplace policies and practices are evaluated in HR audits.

5 5 3

Rubric	Marks
<ul style="list-style-type: none"> • Mention of key areas – 2 mark • Description of audit criteria/process – 3 marks 	5

(OR)

(b) What are corporate strategies? Explain the significance of auditing corporate strategies in the HRD context.

Rubric	Marks
<ul style="list-style-type: none"> • Explanation of corporate strategy in HRD – 2 marks • Significance of auditing – 3 marks 	5

Section 7 (Answer all question(s))

Marks CO BL

10 3 4

Q21. Case Study:

Infosys Technologies Ltd., one of India's leading IT services firms, has long been recognized for its structured HR practices and commitment to talent development. In 2019, the company undertook a comprehensive HRD audit to reassess its alignment of HR policies with evolving business strategies and digital transformation goals. The audit began with evaluating key HRD systems such as training and development, employee engagement frameworks, and the performance management system. One notable initiative was assessing how far the OCTAPACE culture had permeated into project teams working under high-pressure delivery timelines. Further, the audit used a mix of structured interviews, online surveys, and focus group discussions with both employees and line managers. Infosys also implemented a pilot HR Scorecard model to quantify the impact of HR initiatives on strategic goals such as employee retention, learning agility, and client satisfaction. The audit revealed a gap between line managers' perceptions of HR support and actual HRD outcomes. As a result, a new competency development framework was introduced, emphasizing continuous learning, leadership mentoring, and digital skill building.

Questions:

- (i) Explain how Infosys used HRD audit instruments to gather employee feedback.
- (ii) What role did the OCTAPACE culture play in this audit? Why is it important in IT project teams?
- (iii) Discuss how the HR Scorecard helped Infosys link HR activities with strategic outcomes.

Rubric	Marks
Q1. Mention of instruments – 1 mark Explanation of usage – 2 marks	10
Q2. Definition of OCTAPACE – 1 mark Relevance to IT context – 2 marks	
Q3. Description of HR Scorecard usage – 2 marks Strategic linkage and impact – 2 marks	
