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12/04/2021

**UNIVERSITY OF RUHUNA****FACULTY OF MANAGEMENT AND FINANCE****Bachelor of Business Administration Degree Programme 3000 Level Semester II  
Examination - Repeat (March / April 2021)****Academic Year 2020/2021****HRM 3240 - Human Resource Development****Duration: Three (03) hours****The Question Paper contains 05 questions.****Answer all questions**

(01). "Human Resource Development discipline has been evolved over the time passing out with key milestones and at present Human Resource Development professionals are confronted with various challenges".

I. What do you mean by Human Resource Development?

(04 Marks)

II. Discuss how Human Resource Development discipline has been evolved over the time.

(05 Marks)

III. List out and explain key challenges faced by the current Human Resource Development professionals.

(05 Marks)

(Total Marks 14)

(02) As a result of comprehensive human resource need analysis, ABC Company is now considering for designing and implementing the training program on enhancing leadership skills of the managerial employees.

I. Suggest most appropriate training methods and techniques for conducting the training program. Justify your suggestions

(04 Marks)

- II. Propose most appropriate seating arrangements to conduct training program. Defend your answer.

(05 Marks)

- III. List out the tactics that should be applied by the trainers during the implementation of the program to ensure the effectiveness of the program.

(05 Marks)

(Total Marks 14)

(03) During the COVID- 19 pandemic many service sector organizations in Sri Lanka moved into the change intervention of "***work from home flexible working arrangement***". However, the effectiveness of such working arraignment has been challenged as many organizations faced various challenges in implementing this change intervention.

- I. What resistances might arise when implementing work from home change intervention in Sri Lankan context?

(04 Marks)

- II. From the Human Resource Development perspective, what strategies do you propose to overcome the resistances that you identified?

(05 Marks)

- III. Briefly discuss how change management theories can be used to successfully plan, design and implement work from home change intervention in Sri Lankan context.

(05 Marks)

(Total Marks 14)

(04) "Though need analysis is important to identify real human resource development needs, many organizations do not involve in systematic need analysis".

- I. List out the benefits of conducting systematic human resource development need analysis

(04 Marks)

- II. What would be the possible reasons for not conducting need assessments by many managers?

(05 Marks)

- III. Briefly explain the three (03) levels of human resource need analysis

(05 Marks)

(Total Marks 14)

(05) Write short notes on the following concepts/applications

I. Learning principles

(04 Marks)

II. Kirkpatrick Training evaluation framework

(05 Marks)

III. Characteristics of an effective counseling program

(05 Marks)

(Total Marks 14)

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