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UNIVERSITY OF RUHUNA

FACULTY OF MANAGEMENT AND FINANCE

Bachelor of Business Administration Degree Programme 3000 Level Semester I

End Examination (November/December 2021)

Academic Year 2020/2021

HRM 31403 – Human Resource Development

Duration: Three hours

The question paper contains 07 (Seven) questions.

Answer 05 (Five) questions only.

- (1) (i). “HRD activities should begin when an employee joins an organization and continue throughout his or her career, regardless of whether that employee is an executive or a worker on an assembly line”.

Do you agree with the above statement? Elaborate your answer based on primary HRD functions with real examples in an organization.

(07 Marks)

- (ii). “The immediate challenge to HRD executives is to re-define the new role for HRD during the period of unprecedented change”.

Elaborate the above statement how Covid 19 Pandemic impacts on Human Resource Development function of an organization.

(07 Marks)

(Total 14 Marks)

- (2). (i). Define what is the term "Learning" and explain at least three learning principles that you have learned.

(04 Marks)

- (ii). Describe the three broad categories of issues that should be considered to maximize learning.

(05 Marks)

(iii). Discuss how various individual differences affect the learning process of an employee in an organization.

(05 Marks)

(Total 14 Marks)

(3). Mr. Saman is a newly appointed Human Resource Development officer of the ABC garment factory in Sri Lanka. He examined the existing HRD interventions of this factory and found several problems. He arranged a meeting with executive members of this factory to emphasize the necessity to do a training needs assessment for machine operators of the factory. Assuming that you are Mr. Saman, answer the following questions;

(i). Explain the real examples from the factory to emphasize the purpose of the needs assessment of machine operators in ABC garment factory.

(06 Marks)

(ii). Mention the major levels of needs assessment for planning training programs to machine operators in ABC factory.

(08 Marks)

(Total 14 Marks)

(4). (i). In general, what are the key activities that are involved in designing an HRD Program in an organization? Briefly explain.

(05 Marks)

(ii). List down the training methods. What would be the techniques that are applicable to each and every training delivery method?

(9 Marks)

(Total 14 Marks)

(5). (i). "Deciding the type of data use for evaluating HRD intervention can be considered as a vital issue in the evaluation process".

Briefly discuss the three (03) types of data available for evaluating HRD effectiveness by supporting the practical examples.

(05 Marks)

(ii). Describe the four (04) levels of Kirkpatrick's model of evaluation with examples of data collection at each level to provide evidence for the effectiveness of a training program you have participated in.

(09 Marks)

(Total 14 Marks)

(6). (i). Discuss three (03) issues that are important to consider when coaching considered as a tool to improve poor performance.

(06 Marks)

(ii). "Organizational Development is a systematic means for planned change that involves the entire organization and is intended to increase organizational effectiveness".

Briefly discuss the organizational development process by supporting a practical example.

(08 Marks)

(Total 14 Marks)

(7). Briefly explain the four (04) of followings.

- i. Technical Training Programs
- ii. Employee Assistance Programs (EAPs)
- iii. Management Development
- iv. Advantages of classroom training approach
- v. Different types of seating arrangements of training programs

(Each question carries 3.5 Marks)

(Total 14 Marks)

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