even the executive director. This involvement by Top-Management sent an important message about the importance of the training. Top management insisted that the training be evaluated. Knowing that an assessment will be made at some future date kept everyone focussed on the need to change. Finally although no formal culture assessment was made, interview conducted in the TNA indicated a climate of continuous learning.

Answer the three questions from the above background -

(i) Does the TNA conducted was appropriate to the requirement? 4

(ii) Whether climate of continuous learning impacts on the culture of organisation? 5

(iii) How to conduct TNA? Explain. 5

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PG Odd Semester (CBCS) Exam. December, 2022

Business Administration

(3rd Semester)

Course No: HR-3301

(Human Resource Development)

Full Marks: 70

Pass Marks : 28

Time: 3 hours

The figures in the right margin indicate full marks for the question.

1. (a) How do the system thinking allows HRD professionals to view HRD as a system? Explain. 7

   (b) "HRD is a complex process". In the light of the statement explain as a process. 7

2. Following are ethical standards, a HRD professionals needs to know. They are-

   (i) Boundaries of competence; maintanance of expertise; Basics of research and professional judgements; Description of HRD professionals work; Respecting others; non discrimination; explainative relationships; Misuse of HRD professionals work; Multiple Relationships; Consultations and Refferrals; Third Party Request Services; Delegation to and Supervision of subordinates; Documentation of professional and research work; Records and data; Fees and financial arrangement; Accuracy in Reports to Payers and Funding sources; Referrals and fees.

(ii) Definition of Public Statement by others; Avoidance of False or deceptive statement; Media Presentations.

(iii) Reporting of Research and Evaluation of Results; Plagiarism; Publication of credit; Duplicate publication of data; Release of data; Professional reviewers; Ownership of intellectual property

(iv) Design, development, implaucutation and evaluations of prgrams; descriptions of programs; accuracy objectives and professionalism in programs; limitations of training and instructions; assessment of performance.

(v) Research and evaluation in professional context; data collection responsibility; compliance with law and stands; institutional approval; informed consent; insentive to participants, deception of research, interpretation and exploration of research, evaluation of research.

(vi) Discussion of limites and confidentiality; protection of confidentiality; maintenance and ownership of records; disclosure and consultations; confidential information in database; use of confidential information for didactic or other purpose.

On the basis of above standards re-write all under categories. Catagorisation of standard and arranging standards according to a logical flow should be maintained while re-writing. 14

3. (i) Distinguish between 'Learning Paradigm and Performance Paradigm" of HRD. 7

(ii) Explain how can HRD operate from performance and learning paradigm. 7

Or

4. What is performance analysis? How to analyse the performance from the domain of HRD and Human Performance Technology? Explain. 5+9=14

5. (i) How would you define T&D and describe its relationship to HRD. 7

(ii) How does Training and Development help with organisational challenges of managing the system and changing the system. 7

Or

6. (i) What is a career? Distinguish between "Traditional Career" and "Protean Career". 2+5=7

(ii) Explain in detail on career management process. 7

7. Write an illustrative note on work process focussed organisational development practices and strategies taken by human resource development. 14

Or

8. Sandwich community health centre is a service oriented organisation with about 35 employees located in the community of sandwich at Otario, Canada. The executive director and assistant executive director of organisation (clinical and health promotion) as well as develop a team approach to much of the community care they offer. After a discussion off the issue, a consultants conducted a Training Need Analysis (TNA) and provided training on communication skills and conflict resolution. Everyone attended training,