



Regular

PEE3 AEP

SYBMS (HR)

Time: 2 & 1/2 Hours

Training & Devt. in HRM

Marks: 75

Notes: -

1. Attempt all the questions.
2. All questions carry equal marks.
3. Attempt any 2 out of a, b and c from Q. No. 1 to Q.No.4

Q1.a) Define training. What are the advantages of training? (7.5)

Q1.b) Enumerate various principles of training programs. (7.5)

Q1.c) Explain scope of training program. (7.5)

Q2.a) Describe importance of Human Resources Development. (7.5)

Q2.b) What is Human Performance Improvement? Describe various factors affecting performance of employees. (7.5)

Q2.c) What is counseling? Describe various techniques of counseling. (7.5)

Q3.a) Write short note on On the job methods of MDP. (7.5)

Q3.b) Define the term management development and explain its characteristics. (7.5)

Q3.c) Describe process of management development programme. (7.5)

Q4.a) Define performance appraisal and explain its characteristics. (7.5)

Q4.b) Explain any five traditional methods of performance appraisal. (7.5)

Q4c.) Write a note on Assessment Centers. (7.5)

**Q5. Study the following case and answer the questions given below: (15)**

Mr. Shroff is a talented and well experienced human resources manager of Dharni Sugar Industry. Being an HR manager he is an administrative expert and a change agent. It because of his 15 years experience of working in HR, he has got acquainted with various performance appraisal methods for evaluating the performance of his employees in a better way every time. He has always used only those methods of appraisal, which he found result oriented in terms of enabling the employees to know about their performance in the organization. This helped organization in providing adequate training to employees for increasing their potential and for taking some important decisions about their retention, promotion, transfer and termination. He has been accepted by his employees and has gained good amount of respect and faith from his employees.

But recently because of his close relationship with Mr. Ram Kumar and Mr. P. K. Gupta, he has developed a new tendency of appraising the performance of those employees known to Mr. Kumar and Gupta with leniency. In addition, he has also started rating employees on their recent performance. As a result of this unfair appraisal of Mr. Shroff, most of the employees' productivity has reduced, also some employees have started behaving irresponsibly. Also some employees have got frustrated and were planning to resign.

1. Highlight the facts of the case.
2. What mistakes are committed by Mr. Shroff.
3. Describe any three modern methods of performance appraisal.