

# Birla Institute of Technology and Science, Pilani

HSS F323 -Human Resource Development (Sem I; 2023-24)

## Comprehensive Examination (Part-B) Open Book

***Instructions:*** This paper consists of five questions. All questions are compulsory. Each question carries ten marks. Answer these questions in the provided answer booklet. You can open a hard copy of your textbook and reference material to answer these questions.

**2. Even though most HRD professionals agree that HRD evaluation is valuable, why isn't it practiced more frequently by organizations? Identify and describe at least two reasons why evaluation might not be done. How can these objections to evaluation be overcome? Do you see any similarities or differences between Kirpatrick's original and extended evaluation framework? Critically evaluate.**

**3. With reference to Appendix 7-1 of your textbook (pp 207-217), which provides details about various research designs, do you see any role of research methodology as a tool for the HRD professional in evaluating training and development programs? Using your imaginative power, exemplify a training case where you can use experimental design for training evaluation. Elaborate your imagination.**

**4. How does Levinson's approach to adult development relate to Greenhaus and colleagues' five-stage model of career development? As a career development tool, mentoring has been linked to potential benefits and problems for organizations and individuals. Given these potential benefits and problems, describe how you feel about becoming involved in a mentoring relationship as part of your career development. What would your concerns be, and what would you like to see an organization do to ensure the mentoring experience is positive?**

**5. Is organizational transformation change a necessity for maintaining an efficient organization? Why or Why not? Even though there is limited empirical evidence to support organization transformation change intervention strategies, why do organizations still use this approach? Identify and describe a situation where you think this approach would not be effective. Do you think the skills needed for designing and implementing a human-processual intervention differ from those of a techno-structural intervention? Elaborate.**

**6. Do you see any difference between the pedagogical and andragogical approaches to instructions? Suppose the CEO of a local hospital asks you to design a program to increase employee awareness of sexual harassment and train participants to deal with harassment complaints. Which principles (from either approach) would you utilize without prior experience and expertise? Support your choices. What are your recommendations to supervisors for conducting effective training for older workers? Suggest.**

\*\*\*\*\*