

## **Birla Institute of Technology and Science, Pilani**

**HSS F323 Human Resource Development (Sem II; 2022-23)**

**Comprehensive Examination (Part-A) (Closed Book)**

***Instructions:*** Answer the following 4 questions. Each question carries 10 marks. Please respond to the questions with all your intellect and reasoning in the provided answer script. When you finish Part-A, ask for Part B from the invigilator.

**Q1.** Robert Gagné and others have argued that traditional learning principles (such as contiguity and association) are insufficient for designing effective training programs. State the reasoning behind this argument. What does research in instructional psychology and cognitive psychology offer as a resolution to these problems? Do you agree with this solution? Support your answer.

**Q2.** Describe the four levels of evaluation that make up Kirkpatrick's evaluation Framework. Compare and contrast Kirkpatrick's original evaluation framework to the Expanded Kirkpatrick Evaluation Framework presented in the textbook. What is similar, and what is different about them? Identify one example of data at each level that might be collected to provide evidence for the effectiveness of a class or training program in which you have participated.

**Q3.** How do the career issues of a new recruit differ from those of an old recruit? Using your knowledge of stages of life vis-a-vis career development, explain the predicament of both categories of workers. Recent research suggests that career plateaus are more complex than previously thought. Briefly explain why an individual's perception of being plateaued is important and how organizations may want to develop multiple ways for dealing with plateaued employees.

**Q4.** Describe how the skills needed for designing and implementing human process-based interventions differ from those needed for techno-structural interventions. 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 be ineffective. Support your answer.

(PART A Ends) (Ask for Part B)

# Birla Institute of Technology and Science, Pilani

HSS F323 Human Resource Development (Sem II; 2022-23)

Comprehensive Examination (Part-B) (Open Book)

**Name:**

**ID:**

*Instructions: Answer the following 5 questions. Each question carries 8 marks. Please respond to the questions on this question paper only. Use the space judiciously by answering the questions in the shortest way possible.*

- 1. Learners use learning strategies to rehearse, organize, elaborate, and comprehend new material. From the learning strategies discussed in this chapter, select two that you have used. For each one, identify how you applied it and how it helped you learn more effectively.**

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- 2. Why do you suppose the five categories of classroom training are so popular in HRD? Identify two types of training programs a manager might not want to conduct using a classroom format.**

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- 3. Describe ways in which career management can be viewed as a problem-solving and decision-making process.**

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**4. Given the current trends toward empowerment and employing fewer levels of management, how important do you believe management development will be in the next ten years? Support your answer.**

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**5. Prof. Rao drew inspiration from foreign lands during his attempt to develop human resources in Indian settings. Mention a few most significant ones for the education scenario.**

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