

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA – SEMESTER - IV – EXAMINATION – WINTER 2021**

Subject Code: 4549232

Date: 24/12/2021

Subject Name: Human Resource Planning &amp; Development

Time: 10:30 AM TO 01:30 PM

Total Marks: 70

Instructions:

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

Q. No.	Question Text and Description	Marks
Q. 1	<p>Explain the following terms:</p> <p>(a) Human Resource Development</p> <p>(b) Employee Training</p> <p>(c) Socialization Process</p> <p>(d) Succession Planning</p> <p>(e) Competency Mapping</p> <p>(f) Utility Analysis</p> <p>(g) Counseling</p>	14
Q. 2	<p>(a) Give your views on – HRD is essential in the organization or not? Why?</p> <p>(b) What are the key activities involved in designing an effective HRD program. What are the advantages of designing an HRD program in house versus purchasing programs from vendors?</p> <p style="text-align: center;"><b>OR</b></p> <p>(b) How can the andragogy be applied to enhance the application of adult learning in HRD?</p>	07 07 07
Q. 3	<p>(a) Describe the Four Levels of evaluation that make up Kirkpatrick's framework of evaluation. Use the example of any programme / class room training attended by you to elaborate at each level.</p> <p>(b) Using your knowledge of the stages of life and career development, explain how the career of a Twenty-seven-year-old differs from those of a forty-five-year-old. What are the organizational Implications of the issues you identified?</p> <p style="text-align: center;"><b>OR</b></p>	07 07
Q. 3	<p>(a) You must have, during your course of study at the MBA programme, been taught concepts and behaviours using either the Role Play Method or The Case Study method. Identify one such incident and answer the following question :</p> <p>Why do you think that the said method used (Role Play or Case Study) was more effective than using the lecture method for the desired learning?</p>	07

- (b) In continuation to the above main question – 07  
Could any other method also be used to achieve the same learning object? Why and Why not?
- Q. 4 (a) Discuss the components of a strategic/organizational needs analysis 07  
(b) Explain how management education prepares a manager for his or her role. Under what circumstances would you recommend that an organization should send its managers to an executive MBA program. 07
- OR**
- Q. 4 (a) Discuss the steps in task analysis process. 07  
(b) Suppose you are a restaurant manager and the waiters are irregular for serving the customers on the time. Conduct a coaching analysis for these waiters to improve their performance. 07
- Q. 5 One day, the director of training at EyeNation got a call suggesting that top executives were looking to improve the company's bottom line and couldn't find enough tangible evidence that the company's training programs were producing a measurable return on the company's investment. Top management at this optical retailer understood that employee training was important, but they wanted to know what evidence was available to show that there was in fact a payoff to the organization from the money being spent on training. The phone conversation ended with a challenge: "What are you going to do about this?"
- (a) If you were the director of training in this situation, what measures would you like to have available before you responded to top management? 07  
(b) Why did you pick the measures that you did? 07
- OR**
- Q.5 (a) What types of evidence do you think management would find convincing that training was having a positive impact on the organization? 07  
(b) How would you go about collecting the data for the measures you selected? 07

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