

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA– SEMESTER –IV-EXAMINATION – WINTER-2023

Subject Code:4549232**Date: 04-12-2023****Subject Name: Human Resource Planning & Development****Time:02:30 PM TO 05:30 PM****Total Marks: 70****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.
4. Use of simple calculators and non-programmable scientific calculators are permitted.

- Q.1** Explain the following terms: **14**
- (a) Socialization
 - (b) Succession planning
 - (c) HREI
 - (d) Cognitive learning theory
 - (e) CBT
 - (f) Mentoring
 - (g) Competency Mapping
- Q.2** (a) What are HRM and HRD? Explain shift from training to learning with suitable example. **07**
- (b) What are the recent trends in performance management and feedback system in HRM? **07**
- OR**
- (b) As HR Manager, highlight HR needs assessment and its levels. **07**
- Q.3** (a) As a training officer, How you will choose training method and prepare for training material? **07**
- (b) One needs to be ethical while evaluating performance of the employee. Do you agree? Justify. **07**
- OR**
- Q.3** (a) According to you, which approach is best for training, On the Job or Off the job? Justify your answer with suitable example. **07**
- (b) Explain the role of assessment centers in HRD program. **07**
- Q.4** (a) World is a global village. Explain implication of globalization on HRD. **07**
- (b) Diversified workforce keeps the organizational culture live and healthy. How? Justify your view. **07**
- OR**
- Q.4** (a) What role does HRD program plays in career planning and development of the employee? **07**
- (b) Now a day's computer has replaced in area of work, training is no exception to it. What are your views on it? **07**

Q.5

CASE STUDY:

Satish was a Sales Manager for Industrial Products Company in City branch. A week ago, he was promoted and shifted to Head Office as Deputy Manager - Product Management for a division of products which he was not very familiar with. Three days ago, the company VP - Mr. George, convened a meeting of all Product Managers. Satish's new boss (Product Manager Ketan) was not able to attend due to some other preoccupation. Hence, the Marketing Director, Preet - asked Satish to attend the meeting as this would give him an exposure into his new role.

At the beginning of the meeting, Preet introduced Satish very briefly to the VP. George, of course, was pretty thorough with every single product of the company and he was known to be pushy and a blunt veteran in the field. Most of the Product Managers were very clear of George's ways of working and had thoroughly prepared for the meeting and were giving to the point answers. George then started with Satish. Satish being new to the product, was quite confused and fared miserably.

Preet immediately understood that George had possibly failed to remember that Satish was new to the job. He thought of interrupting George's questioning and giving a discrete reminder that Satish was new. But by that time, George who was pretty upset with the lack of preparation by Satish made a public statement "Gentlemen, you are witnessing here an example of sloppy work and this can't be excused".

Satish was visibly angry at the treatment but he also chose to keep mum. George quickly closed the meeting saying that he found lack of planning in the department and asked Preet to stay back in the room.

Before Preet could give any explanation on Satish, George asked him "Tell me openly, Preet, was I too rough with that boy?" Preet said "Yes, you were. In fact, I was about to remind you that Satish is new to the job". George admitted that he had made a mistake and asked his secretary to get Satish report to the room immediately.

An uneasy Satish reported to George's room after few minutes.

George looking Satish straight into his eyes said "I have done something which I should have never even thought of and I want to apologies to you. It is my mistake that I did not recollect that you were new to the job when I was questioning you".

Satish was left speechless. George continued "I would like to state few things clearly to you. Your job is to make sure that people like me and your bosses do not make stupid decisions. We have good confidence in your abilities and that is why we have brought you to the Head Office. For everybody, time is required for learning. I will expect you to know all the nuances of your product in three months' time. Until then you have my complete confidence". George closed the conversation with a big reassuring handshake with Satish.

- (a) If you were at satish's place, how you would respond to George's apology? **07**
(b) Would you employ George in your company? **07**

OR

- Q.5** (a) Would you be happy having George as a boss? **07**
(b) Did preet make a mistake by not intervening during the meeting and correct George's misconception about satish? **07**
