

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY

MBA (IB) – SEMESTER III– EXAMINATION – WINTER 2019

Subject Code: 1539332

Date: 03/12/ 2019

Subject Name: Human Resource Planning & 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.	Explain following terms.	Marks
Q.1	1.Assessment center 2.Competency mapping 3.Career Path 4.Role Conflict 5.Glass Ceiling 6.Job Enrichment 7.Task Analysis	14
Q.2	(a) Discuss the challenges that HRD professionals face – both in the context of domestic firms and global firms. Give suitable examples.	07
	(b) Define Human Resource Development. What are the skills or competencies does an HRD manager required to perform efficiently.	07
	OR	
	(b) What is learning? Which are different theories of Learning? Explain any one theory of learning in detail.	07
Q.3	(a) Needs assessment involves organization, person, and task analysis. Which one analysis do you believe is most important and why?	07
	(b) You are the HRD manager of ABC Ltd. You have to design an HRD program for the middle level management to improve their leadership skill. Which training methods you would use and why?	07
	OR	
Q.3	(a) Explain in brief different training delivery methods and their techniques. Why it is important for trainers and trainees to establish a rapport with each other before a training session.	07
	(b) What are the advantages of designing an HRD programme in-house versus purchasing programmes from consultants/trainers/vendors?	07
Q.4	(a) Describe the Four Levels of evaluation that make up Kirkpatrick's framework of evaluation in detail with suitable example.	07
	(b) How do you feel about attending a classroom training schedule after lunch? What can a trainer do to make it more effective and interesting?	07
	OR	
Q.4	(a) What do you mean by poor performance? How the coaching discussion can be used to improve performance of the employees.	07
	(b) Why should companies be interested in helping employees plan their careers? What benefits can companies gain? What are the risks?	07

**INTEGRATIVE CASE STUDY: WELLNESS EFFORTS AT
KPMG**

KPMG LLB is a U.S. organization with over 17,000 employees that provides audit, tax, risk, and advisory services. Especially during tax season, stress and long hours are common for the majority of KPMG employees. KPMG worked with two organizations, Ceridian and WellCall, to provide an integrated program dealing with employee assistance, work-life issues, as well as health and wellness issues. As Brain Kelley and colleagues write, “The goal was to create a healthy workforce and to empower KPMG’s workforce to maximize functioning in all four domains of wellness: physical, spiritual, mental and emotional”.

A “Passport to Wellness” pilot program was created that included 20-30 activities in each of four domains (physical, spiritual, mental and emotional). Barbara Wankoff, KPMG’s Director of workplace solutions, states, “The program was run like a travel program that included mileage, awards, and when participants completed a pre-determined number of activities, they won bonus point. The program was a great incentive for many people to get involved in their own wellness”. Employees could only achieve the status of “wellness athlete” after they logged activity across all four domains.

This program gave KPMG wellness data at the level of their individual offices for the first time. The goal was to target health management activities where they would be most effective. Wankoff states that through this program, KPMG saw a rise in no of employees who sought both preventive, as well as needed care. “Our hopes are that some of our employees with high risk factors for disease might have caught it in time. The wellness pilot was a worthwhile initiative as well as exciting and rewarding on many levels.”.

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| | (a) What do you like or find interesting about KPMG efforts here? | 07 |
| | (b) Would you like to have access to a program such as this in your job (or in your next full-time job)? Why or why not? | 07 |

OR

- | | | |
|------------|--|-----------|
| Q.5 | (a) What concern or questions do you have about how KPMG employees might respond to this program? | 07 |
| | (b) If you were an HRD professional at KPMG working to expand the passport to wellness program to other parts of the organization, what issues or questions would you want to address? | 07 |
