

Seat No.: _____

Enrolment No.: _____

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER 4 – EXAMINATION – SUMMER 2016

Subject Code: 2840301

Date: 05/05/2016

Subject Name: Human Resource 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.

Q.1 (a) It is a developmental relationship focused on supporting the employee's ability to achieve his/her career objective. Here, more experienced persons help less experienced employees through discussion and guidance. What is this process called ? **6**

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| 1. | A. Coaching | B. Training |
| | C. Mentoring | D. Learning |

Which of the following is the first step to developing an HRD Strategy ?

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|----|--|---|
| 2. | A. Identify Sources of Competitive Advantage | B. Analysis of External & Internal Environments |
| | C. Design HRD Interventions | D. Identify the Resource Persons |

The process of knowledge acquisition through reading, independently or as a part of an education programme is known as :

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|----|-------------------------|-------------------------|
| 3. | A. Cognitive Learning | B. Adaptive Learning |
| | C. Behavioural Learning | D. Explorative Learning |

Development Centres contribute, in a big way, to :

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|----|-----------------------------------|---------------------------|
| 4. | A. Recruitment and Selection | B. Grievance Handling |
| | C. Career and Succession Planning | D. Orientation Programmes |

The rate of return, expressed as a percentage, on an investment in training , is called :

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|----|-----------------------|-------------------------|
| 5. | A. Training Payback | B. Rate of Return |
| | C. Return on Training | D. Return on Investment |

_____ places work practice at the center of the Learning process, it focuses on experiential and situational learning .

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|----|---------------------------|-------------------------|
| 6. | A. Learning-by-doing | B. Learning- by- asking |
| | C. Observational Learning | D. Experimentation |

Q.1 (b) Define/Explain the following terms with atleast one example : **04**

- i) Role Play Method of Training
- ii) Task Analysis
- iii) Counseling
- iv) Assessment Centers

Q.1 (c) Discuss the difference between Training, Education and Development. How does each one of them contribute to Human Resource Development ? Explain . **04**

Q.2 (a) Draw a flow-chart of Training/ Training Cycle listing all the critical stages of effective training, **07**
Discuss the key issues in “Designing of Training and Development Intervention” with a brief explanation on each issue.

(b) How would you evaluate any Training and Development intervention ? **07**
On the four levels of evaluation suggested by the Kirkpatrick Framework, evaluate any training programme that you have attended or any of the class lectures you have attended in any given subject of your choice..

OR

(b) 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 questions : **07**
i) 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 ?
ii) Could any other method also be used to achieve the same learning object ? Why and Why not?
iii) Did all the participants contribute well to the exercise? If yes? Explain what went right. If NO, explain what could be improved.

Q.3 (a) Detail different training methods and explain in which conditions one should use which training method. **07**

(b) Visualise yourself as a Training In-charge of any organization. Select one Programme / Title of Programme that you are asked to offer to the company’s employees. **07**
Discuss the steps you will take/ the design concerns – from start to finish- to ensure the effectiveness of the programme .

OR

Q.3 (a) Explain the need for Management Development Programmes and Explain the basic requisites for the success of Management development Programmes. **07**

(b) In terms of Learner characteristics, discuss the students’ characteristics which can lead to making class room teaching effective and characteristics which can hinder class room teaching ? **07**

Q.4 (a) What are the possible challenges to an effective design of Learning and Development interventions ? **07**

(b) Explain, by relating to different subjects taught in Management Schools, how management education is helping you develop as a prospective manager and preparing you such that you may contribute to the growth of organization you shall join. **07**
Also, therefore, discuss in what form should such management education be imparted to working professionals to help the company promote professionals to managerial positions.

OR

- Q.4** (a) What is the relevance of HRD Audit? How should HRD Audit be conducted ? **07**
- (b) HRD may be a sure possibility with large scale and multinational organizations, The reason being that it calls for both – management vision and conviction for HRD and also because of investments required for the same. **07**
- Does this mean that HRD is not required and not a possibility with medium scale and small scale companies? Explain your answer .

- Q.5** Incident 1: **14**
- In a training workshop, the HRD Manager of a Nationalised Bank described very proudly, the new HRD system his bank was introducing to develop their employee competencies. After listening carefully to his narration, one of the participants from another organization remarked : “how is it your services are so poor inspite of your bank having HRD? That means HRD has failed in your Bank!” Interestingly, a few months before that, in the same Bank, when a fraud case came to light, one of the senior officers blamed HRD (still in it’s infancy in that Bank) for not doing enough to prevent frauds.

Incident 2:

Another executive of another company that had introduced HRD system a few years ago, remarked to an HRD consultant, “ your HRD had very little impact in my company. Look at my case – I have not been promoted so far. Only those who butter the boss continue getting promotions and HRD does nothing about it”.

Incident 3:

Still another executive asked an HRD consultant once, : “Tell me Sir, those companies that are using HRD, are they doing better than those who don’t use HRD?

Q.1 In the Incident No 1. , what was the HRD Manager’s concept of HRD and what were instead the expectations of either employees or customers from HRD ? What corrections would you therefore make in the HRD deliverables so as to satisfy the expectations from HRD?

(5 marks)

Q.2 In the Incident No. 2 , was the executive who was complaining to the consultant , right in saying what he said? Justify your answer . If you were the HRD Consultant, what would be your answer to the executive?

(5 marks)

Q.3 In Incident No.3 , What would be your reply as an HRD consultant?

(4 marks)

OR

“ It was our aim that our new plant should be a model one which could give inspiration to our existing plants to strive for excellence. We therefore wanted to set new standards in :

*Productivity

*Quality

*Discipline , and

*Development of People

In order to achieve these, it was decided to develop a “work culture “ which promoted punctuality, timeliness, system adherence, obedience, to bring a sense of achievement and pride, commitment to excellence by all, participation in improvement of productivity, quality, work processes, etc., effective communication, providing avenues for growth and emphasis on team work and team achievement,

However, the situation dramatically changed when the tractor operations were rationalized and surplus manpower had to be accommodated in this new plant . The challenge was felt when it was decided to transfer so many people that more than 50% of the employees in the new plant would be those who came as a result of transfer from the tractor division.

The new plant took up the challenge and added one more objective: “To absorb and integrate the transferred employees into the new work culture”.

This was indeed a major challenge because te workers were accustomed to working in an environment where production volumes and higher productivity were linked to incentive earnings. The operations at the new plant did not have such incentive schemes and yet the productivity targets were comparatively much higher and hence the challenge!

Q.1.Discuss the various HRD interventions that would have been undertaken at the new plant , so as to achieve all it’s objective inspite of the big challenge described in the case. (**5 marks**)

Q.2. How, according to you, would the company have equal participation by both old and new employees , to achieve it’s objectives ? (**5 marks**)

Q.3. Had you been the HR Manager of the new plant, would you have accepted the challenge of absorbing so many employees from a plant that had very different HR practices and culture ? Why and why not ? Justify. (**4 marks**)

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