

Seat No.: \_\_\_\_\_

Enrolment No. \_\_\_\_\_

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA – SEMESTER – 4 • EXAMINATION – SUMMER 2018**

**Subject Code: 2840301**

**Date: 28/05/2018**

**Subject Name: Human Resource Development (HRD)**

**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.

Q. 1 (a) Answer the following questions

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1. First step of Human Resource Development in any organization is
  - a. Formulate HR Plans
  - b. Determining development approaches
  - c. Identifying capabilities
  - d. Assessing needs for development
2. Process of improving ability of employees regarding handling of assignments is classified as
  - a. Development
  - b. Workforce Staffing
  - c. Career identification
  - d. Career planning
3. How does training and development offer competitive advantage to an organization?
  - a. Removing performance deficiencies.
  - b. Deficiency is caused by a lack of ability.
  - c. Individuals have the aptitude and motivation to learn.
  - d. None of the above.
4. Which of the following is a benefit of employee training?
  - a. Helps people identify with organizational goals
  - b. Improves morale
  - c. Provides a good climate for learning, growth and co - ordination
  - d. None of the above
5. Which of the following is a method used in group or organizational training needs assessment?
  - a. Consideration of current and projected changes
  - b. Rating scales
  - c. Interviews
  - d. Questionnaires
6. \_\_\_\_\_ is the simple act of comparison & learning for organizational improvement.
  - a. Benchmarking
  - b. Feedback
  - c. Ranking
  - d. Job evaluation

Q. 1 (b) Give definitions of following terms. 3  
1 Coaching 2. Employee Socialization 3. Career

Q. 1 (c) Match the following techniques of training with their correct description 5

- |                            |   |
|----------------------------|---|
| 1 Tag teams                | A Games to get team members know each other       |
| 2 Outward - bound training | B Games to test ability to plan ahead             |
| 3 Mirroring                | C Training with an external perspective           |
| 4 Strategic Planners       | D Adventure sports for teams                      |
| 5 Ice breakers             | E One role played alternately by two participants |

Q. 2 (a) Explain roles and competencies of an HRD professional 7

(b) Explain various External factors affecting the employee behavior. 7

**OR**

(b) Explain difference between traditional and non traditional learners. 7

Q. 3 (a) Explain role of labor unions in skills and Technical training programs. 7

(b) Why is need assessment information critical to the development and delivery of an effective HRD program? Discuss. 7

**OR**

(a) Explain training and HRD process model in detail. 7

(b) Explain Job instruction training with proper examples 7

Q. 4 (a) Explain data collection methods for HRD evaluation. 7

(b) Explain stages of life and career development with proper examples 7

**OR**

(a) Explain how individual counselling affects career 7

(b) Describe levels of Kirkpatrick's training Evaluation frame work. 7

Q. 5 Read the following case and answer accordingly 14

Consider the following Scenario:

You are working for a large pharmaceutical firm, and you have been asked to serve as a coach to the following 2 individuals. Both have been successful in their careers to this point, yet with both individuals, issues have been raised concerning their interpersonal skills. There is concern on the part of top management in the organization that both need to change their style of communicating to be effective in their current positions, as well as to advance further in the organization.

Scenario 1:

Jane is one of your senior researches. She has a brilliant scientific mind, and is considered one of the top researchers in her field. She has received numerous promotions in your organization.

Recently, however, her entire staff quit all at once. They described her as “impossible to work with”, “insensitive to others”, “abrasive”, and “mean”. In looking into the situation, you find that Jane’s primary focus has been on getting the job done. She admits to you that she cares very little about the personal needs of her subordinates and that she gets very impatient with anyone who cannot keep up with her fast paced style of management.

Scenario 2:

John is an accomplished middle level manager in your organization. He is very good within his functional area, but has been told that he will not be promoted further unless he learns how to manage people more effectively. When you speak with John’s administrative assistant; he complains about John’s constant sarcasm and insincerity. In speaking with John yourself, it seems as if he is not really listening to you as you seek to discuss this issue with him. His facial expressions and body language come across a quire negative.

Questions:

1. If you were seeking to coach each of these individuals, where would you begin? What types of actions and activities would you engage in, and why?
2. Are there any communication tools or exercises that you would recommend for either of these individuals?

**OR**

Q. 5 Read the following case and answer accordingly

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Consider the situation of International Sematech, a research consortium based in Austin, Texas. Sematech was formed by leading semiconductor manufacturers such as Hewlett – Packard, IBM, Intel, Lucent Technologies, Motorola, Philips, and Texas instruments. Sematech currently has approximately 500 employees. What makes Sematech unique is that 70% of their employees are assignees then return to their member company. In some years, turnover has exceeded 35%. The challenge that Sematech faced was in finding ways to get new employees (both direct hires and assignees) up to speed in as short a time as possible.

Questions:

1. If you were in charge of orientation for Sematech, what approach would you recommend?
2. What information is most critical to convey during orientation.
3. What types of learning or training methods would you recommend?
4. How long should the orientation last?

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