

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

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

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA - SEMESTER-IV • REMEDIAL EXAMINATION-WINTER 2013**

**Subject Code: 840301**

**Date: 12-09-2013**

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

**Time: 15:00pm To 18:00pm**

**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) HRD is gaining great importance, both in the manufacturing as well as services sector. Explain what do you think could be the reason for this. **07**
- (b) Given that HRD is of utmost importance, discuss the HRD skills and competencies that an HRD manager needs. Also discuss how these skills and competencies can be learnt by them. **07**

- Q.2** (a) It is said that all line managers/ supervisors do have HRD responsibilities. Do you agree? Justify therefore, why is it important for the supervisors to have HRD responsibilities? **07**
- (b) Discuss the challenges that HRD professionals face – both in the context of domestic firms and global firms. Give suitable examples. **07**

**OR**

- (b) Given the challenges that HRD professionals face, suggest what should be done in terms of Top management role, HRD professionals' role and line Managers' role so as to make HRD efforts effective in the context of individual organizational objectives. **07**

- Q.3** (a) One important source of Person Needs Assessment information is the potential trainees' own opinion about their developmental needs. Discuss the advantages and disadvantages of relying on such self-report information for Person Needs Assessment. **07**
- (b) Describe the steps involved in the Task Analysis Process. State the advantages of Task Analysis. **07**

**OR**

- Q.3** (a) Why should HRD Needs, once identified, be prioritized? Discuss who should be involved in the prioritization process? What are the benefits, if any, of obtaining the participation of a variety of organization members in the prioritization process? **07**
- (b) Discuss the components of the Organizational Need Analysis Process and state the advantages of the same from a strategic perspective giving suitable examples. **07**

- Q.4** (a) An HRD programme though conducted well may not deliver desired results if the objectives have not been defined well at the beginning of the HRD programme design. Explain the truth of this statement giving suitable examples. **07**
- (b) Deliberate when and why certain HRD programs are conducted On-Site and certain programmes are conducted Off-Site? **07**

**OR**

- Q.4** (a) The choice of the Training Methods and Media are both very critical to the given HRD programme meeting it's objective. Discuss taking examples of different training situations to justify the above statement. **07**
- (b) What are the advantages of designing an HRD programme in-house versus purchasing programmes from consultants/trainers/vendors? **07**
- Q.5** (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. **07**
- (b) Compare and contrast management education, management training and on-the-job experiences. How can these be combined in a designing a strategic management development programme ? **07**
- OR**
- Q.5** (a) Discuss the purpose of HRD programme evaluation? Self – report is one of the methods of evaluation of an HRD programme. Discuss the advantages and disadvantages of doing so in the light of achieving the purpose of achieving the purpose. **07**
- (b) Explain how management education prepares a manager for his / her role. Can management education be substituted by training or on-the-job experiences? Why or Why not? **07**

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