

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA Semester –IV Examination Dec. - 2011

Subject code: 840301**Date: 14/12/2011****Subject Name: Human Resource Development (HRD)****Time: 02.30 pm – 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)** Define the following terms . **07**
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|--------------------------------------|----------------------|
| 1. Apprenticeship Training Programme | 5. Kirkpatrick model |
| 2. Utility Analysis | 6. Glass Ceiling |
| 3. Job Design | 7. Task Analysis |
| 4. Make-or-buy decision in HRD | |
- (b)** Enumerate the role of HRD in today's knowledge and information era. What are the competencies required by an HRD professional to perform efficiently? **07**
- Q.2 (a)** Bharat Heavy Engineering Company is a public sector enterprise established in the year 1969. BHEC manufacturers' boilers, cryogenic engines etc. for the process industry. The first three decades went off well with sizeable profits .However with the change in the Chairman and some directors on the board, BHEC started losing business and its downward trend set in .in spite of reducing the manpower from 4,500 to 2,700 by VRS, the financial position did not improve. The Government disinvested its equity due to which a private management took over BHEC. **07**
- Now BHEC is a privately owned enterprise decided to expand its activity by technology up gradation. For this BHEC has to retrain the existing manpower to meet the new requirements
- If you are the head of HR , design the steps by which you will identify the training and development needs of BHEC to meet the new challenges
- (b)** Explain the process of HRD with a specific reference to an organization. With the growing impact of globalization do you think HRD is becoming more strategic .Give reasons for your answer? **07**
- OR**
- (b)** Trace the evolution and growth of HRD and its requirement in today's organization. What are the challenges faced by the organization and the HRD professionals? **07**
- Q.3 (a)** Identify and describe the different types of need and also the levels of need analysis. Explain what is measured at the different level of need analysis **07**
- (b)** Discuss the importance of competency based approaches to HR practices over the traditional approaches to HR. Explain the process of competency mapping with the help of a suitable example **07**

OR

- Q.3 (a)** Elucidate the term career management and describe the five stage model of career development **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**
- Q.4 (a)** Discuss the advantages and disadvantages of on- the- job training and off –the- job training. Describe any two off- the- job training in detail. **07**
- (b)** Enumerate the different HRD evaluation models/framework and explain in brief. **07**
- OR**
- Q.4 (a)** Discuss the use of new technologies in training program and how it has an impact on the role of an HRD practitioner. Illustrate the e-techniques with example. **07**
- (b)** Identify and describe the ethical consideration in conducting evaluation of the training. How does this affect the evaluation result? **07**
- Q.5 (a)** A very common complaint that the organization recruiting freshers is that the fresh recruitees` lack the basic workplace competencies. As an HRD personnel how do you define the term workplace competencies and discuss the ten steps for an effective safety programme. **07**
- (b)** Explain the term performance management and differentiate it from performance appraisal. Why is it important to coach non-performing as well as performing employee? **07**
- OR**
- Q.5 (a)** Explain the relationship and differences between counseling, coaching and mentoring. Briefly explain how to judge the effectiveness of a coaching programme. **07**
- (b)** Colleges and educational institutions are primarily service enterprises. What key component would you include in customer services training for college employees, such as security and record office staff who interact with the student? **07**
