

**GUJARAT TECHNOLOGICAL UNIVERSITY****MBA - SEMESTER-IV • EXAMINATION-WINTER • 2014****Subject Code: 840301****Date: 25-11-2014****Subject Name: Human Resource Development (HRD)****Time: 10.30am - 13.30pm****Total Marks: 70****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

**Q.1** Write short notes on any **Three-** **14**  
(a) Ropes course (b) Self directed training  
(c) Utility analysis (d) Research design

**Q.2** (a) With the help of a Basic “Training and HRD process Model” (i.e. ADImE or ISD) **07**  
Design a HRD Intervention. (Consider an organization of your choice e.g. IT /Telecommunication/ Automobile). Explain and enumerate all the steps have been followed under each main Phase.  
(b) What is meant by task analysis? Suppose you have been ask to perform task analysis **07**  
for the job of a dispatch clerk in a private bank, which method(s) of task analysis do you think would be most appropriate for analyzing his job? Support your choice (s).

**OR**

(b) What do you mean by strategically integrated HRD? What are the methods of **07**  
strategic/organizational Analysis? Enumerate points brought by Goldstein for organizational Needs Analysis.

**Q.3** (a) What are the key activities involved in designing an HRD Program? What are **07**  
objectives of the Robert Mager HRD Intervention? Explain in brief.  
(b) What is concept of New Employment Relationship? Define career concept. Draw **07**  
Spectrum of career Development Activities and explain.

**OR**

**Q.3** (a) Enumerate what are various Training methods or media? Enumerate & briefly explain **07**  
about the factors responsible for maximum learning.  
(b) What do you understand by stages of life and Career Development? Draw and explain **07**  
Levinson’s “EARS” Approach to Adult Development.

**Q.4** (a) What are the training methods & Techniques used in HRD Programs? Enumerate. **07**

Briefly explain about experimental methods of classroom training approaches (points).

What are merits & demerits of each of these?

- (b) Compare Kirkpatrick Evaluation framework with other (Nine) Evaluation frame works /Models? Write down peculiarities and salient features of all these models? **07**

**OR**

- Q.4 (a)** What is **Ethical Issues** concerning Evaluation Research? Explain complete procedure of Utility Analysis, along with advantages & disadvantages. **07**

- (b) What is the purpose of self Report data? What are three serious problems/ biases? **07**

- Q.5 (a)** What are **work place competencies**? Why these competencies need revival and reinforcement? Explain in brief, under various headings. **07**

- (b) What is the concept of **Management Development**? What is McCall's Characteristics approach in reference of managing and Richard Boyatzis's Integrated Competency Model? Explain in brief. **07**

**OR**

- Q.5 (a)** What is the concept of coaching? What is causal attribution Theory? What is the concept of fundamental Attribution error? Explain in brief. **07**

- (b) What is the concept of Mintzberg's Holistic view of the Manager's job? Explain in brief. **07**

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