

GUJARAT TECHNOLOGICAL UNIVERSITY**M.B.A -IVth SEMESTER-EXAMINATION – MAY- 2012****Subject code: 2840301****Date: 21/05/2012****Subject Name: Human Resource Development (HRD)****Time: 10:30 am – 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.1** (a) Define Human Resource Development. What are the skills or competencies does an HRD manager required to perform efficiently. **07**
- (b) Describe need assessment and different levels of need assessment along with suitable examples. Why HRD needs should be prioritized. **07**

- Q.2** (a) What are the key activities are involved in designing an effective HRD program. What are the advantages of designing an HRD program in house versus purchasing programs from vendors? **07**
- (b) Define the term career management. How does Levinson's approach to adult development relate to Greenhaus and colleagues' five stage model of career development? Compare the similarities and differences of these two models. **07**

OR

- (b) How do you feel about attending a classroom training schedule after lunch? What can a trainer do to make it more effective and interesting? **07**
- Q.3** (a) Explain training delivery methods and their techniques. Why it is important for trainers and trainees to establish a rapport with each other before a training session. **07**
- (b) Describe the four levels of evaluating an HRD program given by Kirkpatrick with a suitable example. **07**

OR

- Q.3** (a) What are the ethical considerations in conducting evaluation research? Explain. **07**
- (b) What are the data collection methods available for HRD evaluation? On what basis would you choose these methods for evaluating any of HRD program. **07**

- Q.4** (a) Explain how management education prepares a manager for his or her role. Under what circumstances would you recommend that an organization should send its managers to an executive MBA program. **07**
- (b) If you were responsible for designing a basic skills training program, what approach would you feel most suitable & why? Explain with an example. **07**

OR

- Q.4** (a) What are the different forms of management education? In your opinions which form is the best for management education. Why? **07**
- (b) Suppose you are a restaurant manager and the waiters are irregular for serving the customers on the time. Conduct a coaching analysis for these waiters to improve their performance. **07**

- Q.5 (a)** What are the skills required for providing a coaching. What are the ways available for making coaching more effective? **07**
- (b)** Explain performance management. What are recommendations for effective performance management system? **07**

OR

- Q.5 (a)** Case Study- **07**

Ms Preeti was a new staff who had four years of working experience in a Life Insurance co. She joined a General Insurance Company as a staff. She was facing too much of problems in the co as she was not getting much co-operation from her peers. She was not in a position to handle her job properly. Her performance was properly checked. She herself was very de motivated. Her cases were being escalated. It was a matter of concern for the department. One day a meeting was held with Mr. Johar (HR- training manager). He was not much happy with Preeti's work. But he was immediately informed that Ms Preeti is a new employee in the co.

Assume you are a training manager in this co, how would you go for need assessment for Ms. Preeti. What method you use to design a training program so that it will help Ms. Preeti to improve her performance.

- (b)** Write short note on any two; **07**
- Competency Mapping
 - Research Design
 - Behavior modeling approach
 - The Kinlaw process
