

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA – SEMESTER 4 • EXAMINATION – SUMMER 2019**

**Subject Code: 3549231****Date:04/05/2019****Subject Name: Human Resource Development****Time: 10:30 AM To 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** Explain the following concepts in short: **14**
- (a) Apprenticeship Training
  - (b) Kinlaw Process
  - (c) Behaviour Modeling Approach
  - (d) Assessment Centers
  - (e) Management Development
  - (f) Socialization
  - (g) Utility Analysis
- Q.2** (a) Define Human Resource Development. What are the challenges faced by the organization and the HRD professionals in today's time? **07**
- (b) Discuss in detail the steps you will take as a training in-charge to design the training program for the company's employees. **07**
- OR**
- (b) Which factors in the work environment influence employee behavior? If you were the HRD professional involved with an action team, how will you contribute in success or failure of this action? **07**
- Q.3** (a) Analyze the different training methods and explain in which conditions one should use these training methods. **07**
- (b) What are the key activities involved in designing an effective HRD program? What are the advantages of designing an HRD program in house versus purchasing programs from vendors? **07**
- OR**
- Q.3** (a) Explain the following: **07**
1. Competency Mapping
  2. Succession Planning
- (b) Describe need assessment and different levels of need assessment along with suitable examples. **07**
- Q.4** (a) Discuss the need for Management Development Program. What are the requisites for the success of Management Development Program? **07**
- (b) How do you feel about attending a classroom training scheduled after lunch? What can a trainer do to make it more effective and interesting? **07**
- OR**
- Q.4** (a) 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**

- (b) Describe the four levels of evaluating an HRD program given by Kirkpatrick. On the four levels of evaluation, evaluate any training programme that you have attended or any of the class lectures you have attended in any given subject of your choice. 07

**Q.5**

Consider the case and answer the questions given below:

Naik, AGM - Materials, is fuming and fretting. He bumped into Kamath, GM - Materials, threw the resignation letter on his table, shouted and walked out of the room swiftly. Naik has reason for his sudden outburst. He has been driven to the wall. Perhaps, details of the story will tell the reasons for Naik's bile and why he put in his papers, barely four months after he took up his present assignment.

The year was 2010 when Naik quit the prestigious SAIL plant at Vishakapatnam. As a manager materials, Naik enjoyed powers—he could even place an order for materials worth Rs 25 lakh. He needed nobody's prior approval. Naik joined a pulp-making plant located at Harihar in Kanataka, as AGM Materials. The plant is a part of the multi-product and multiplant-conglomerate owned by a prestigious business house in India.

Obviously, perks, designation and reputation of the conglomerate lured Naik away from the public sector steel monolith. When he joined the eucalyptus pulp making company, little did Naik realise that he needed prior approval to place an order for materials worth Rs 12 lakh. He had presumed that he had the authority to place an order by himself worth half the amount of what he used to do at the mega steel maker. He placed the order, materials arrived, were received, accepted and used up in the plant.

Trouble started when the bill for Rs 12 lakh came from the vendor. The accounts department withheld payment for the reason that the bill was not endorsed by Kamath. Kamath refused to sign on the bill as his approval was not taken by Naik before placing the order. Naik felt fumigated and cheated. A brief encounter with Kamath only aggravated the problem. Naik was curtly told that he should have known company rules before venturing. Naik decided to quit.

- (a) Does the company have an orientation program? If you were Naik, what you would have done? 07
- (b) Why is it important to coach employees with performance problems? Enumerate the skills necessary for effective coaching. 07

**OR**

- Q.5** (a) What strategies would be adopted by you in making the employee orientation effective? 07
- (b) Using Feldman's three-stage model of organization socialization, how would you describe the way Naik could have socialized into organization? 07

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