

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

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

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA– SEMESTER - III-EXAMINATION- SUMMER-2023**

**Subject Code: 1539332**

**Date: 22/06/2023**

**Subject Name: Human Resource Planning & Development**

**Time: 02:30 PM TO 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.**
- 4. Use of simple calculators and non-programmable scientific calculators are permitted.**

<b>Q. No.</b>		<b>Marks</b>
<b>Q.1</b>	Define the terms 1. Workplace Training 2. Potential Individual 3. Need Assessment 4. Training Lesson Plan 5. CBTI 6. Coaching 7. HRD Program design	<b>14</b>
<b>Q.2</b>	(a) Explain HRD process in details.	<b>07</b>
<b>Q.2</b>	(b) Explain role of HRD professionals in Organizational effectiveness	<b>07</b>
	<b>OR</b>	
	(b) Select any Service organization of your choice and prepare Needs analysis and prioritize it.	<b>07</b>
<b>Q.3</b>	(a) Elaborate upon various strategies for Trainer.	<b>07</b>
	(b) Explain Make vs. Buy decision for training program.	<b>07</b>
	<b>OR</b>	
<b>Q.3</b>	(a) Why train the trainer program is crucial for long term vision of Organization?	<b>07</b>
	(b) Make a detailed note on 1. Learning theories    2. Task Analysis	<b>07</b>
<b>Q.4</b>	(a) Detail note on Impact of global technology on HRD.	<b>07</b>
	(b) Explain the Kirkpatric's evaluation framework of HRD.	<b>07</b>
	<b>OR</b>	
<b>Q.4</b>	(a) What is training and development? Explain OJT methods of training.	<b>07</b>
	(b) Elaborate upon global trends of HRD related programs.	<b>07</b>

Q.5

**Case Study :**

XYZ Corporation is a medium-sized technology firm with approximately 500 employees. The company operates in a dynamic and competitive market, where innovation and skilled talent are essential for sustained growth. Recognizing the importance of HR planning and development, the company decided to invest in these areas to enhance its workforce capabilities.

**Challenges Faced:**

**Talent Acquisition:** XYZ Corporation faced difficulties in attracting and hiring top talent due to intense competition in the industry. The HR team struggled to identify the right candidates with the desired skills and experience.

**Skill Gap Analysis:** The company lacked a comprehensive understanding of its employees' skills and competencies. As a result, it was challenging to identify skill gaps and provide targeted training and development opportunities.

**Succession Planning:** XYZ Corporation recognized the need for succession planning to ensure smooth transitions in key leadership positions. However, there was a lack of clarity on potential successors and limited development programs in place.

**HR Planning and Development Strategies:**

**Recruitment and Selection:** The HR team revamped its recruitment and selection processes. They partnered with external recruitment agencies, expanded their talent pool through online platforms, and introduced competency-based interviews to assess candidates effectively.

**Skill Assessment and Development:** A comprehensive skill assessment program was introduced to identify the existing skills and competencies of employees. This information was used to design targeted training and development programs to bridge the skill gaps and enhance overall workforce capabilities.

**Succession Planning and Leadership Development:** XYZ Corporation implemented a structured succession planning process. Potential successors

for key positions were identified and provided with customized development plans, including mentoring, coaching, and leadership training programs.

**Results and Benefits:**

**Improved Talent Acquisition:** The revised recruitment and selection strategies resulted in attracting top talent. The company witnessed a higher quality of applicants and increased success in hiring candidates with the required skills and experience.

**Enhanced Employee Skills:** The skill assessment program enabled the identification of skill gaps across departments. Targeted training programs were developed, resulting in a more competent and skilled workforce. This led to increased productivity, higher employee engagement, and improved job satisfaction.

**Smooth Leadership Transitions:** Through effective succession planning, XYZ Corporation successfully filled key leadership positions with internal candidates. This minimized disruptions during leadership transitions and ensured continuity in strategic decision-making.

**Talent Retention and Engagement:** The focus on HR planning and development contributed to higher employee satisfaction and engagement. Employees felt valued and invested in their professional growth, leading to improved retention rates and reduced turnover costs.

(a) Analyze the case and comment on Challenges faced by them. **07**

(b) Explain Skill enhancement is important in 21<sup>st</sup> century with all strategies for HRD. **07**

**OR**

(a) Analyze the case and comment on HRD Planning Strategies. **07**

(b) What is role of Succession planning & Leadership development in HRD. **07**

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