

GUJARAT TECHNOLOGICAL UNIVERSITY

MBA-SEMESTER-IV-EXAMINATION-SUMMER-2025

Subject Code: 4549232

Date: 31/05/2025

Subject Name: Human Resource Planning & 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.
4. Use of simple calculators and non-programmable scientific calculators are permitted.

Q.1	Explain the following:- <ol style="list-style-type: none"> 1. Counseling Vs Coaching 2. Assessment Center 3. Skill Vs Competencies 4. Psychological fidelity 5. self-fulfilling prophecy 6. Behavior modeling 7. Self-efficacy 	14
Q.2	(a) It is important that “HRD must become more strategic”, Do you agree, Justify your answers. What challenges you may face as HRD professionals in today’s context.	07
	(b) It is observed that Need Assessment is often not performed in many organizations, what can be various reasons for this? How could an HRD professional encourage a reluctant manager or executive to approve the time and resources necessary for a needs assessment before selecting and implementing an HRD program?	07
	OR	
	(b) Suppose you have been asked to perform a task analysis for the job of HR analyst. Which method(s) of task analysis do you think would be most appropriate for analyzing this job? Support your choice(s)	07
Q.3	(a) Briefly explain three – approaches to management education with their pros and cons. Under what condition would you recommend that an organization send its managers to an MBA executive program?	07
	(b) Compare and contrast the pedagogical and andragogical approaches to instruction. A common stereotype about older workers is that they find learning difficult. Does research from the field of gerontology support or disprove this stereotype?	07
	OR	
Q.3	(a) Robert Gagné and others have argued that traditional principles of learning (such as contiguity and association) are not sufficient for designing effective training programs. State the reasoning behind this argument. What does research in instructional psychology and cognitive psychology offer as a resolution to these problems? Do you agree with this solution? Support your answer.	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? What factors are needed to be kept in mind while taking decisions related to purchasing the HRD program from vendors?	07
Q.4	(a)	Why HRD evaluation stage is often ignored by most of the HR department? Being an HRD evaluator for any technical training programme, how would you apply Kirkpatrick Model for evaluation?	07
	(b)	Explain why skill training programs are important for the long term vitality of organization. If you were responsible for designing basic skills / literacy training program, what approach would you take? How would you determine effectiveness of this programme?	07
		OR	
	(a)	Looking to the current scenario, are you in favor of designing Instructor based training program or self paced training programs? Justify your answer by specifying merits and demerits of both.	07
	(b)	What is coaching analysis? Take any hypothetical organizational example and elaborate on steps given by Fournies for conducting coaching analysis concerning employees performance	07
Q.5		<p>Rockwell Collins is a manufacturer of electronic controls and communications devices. In 2001, it was spun off from Rockwell International to become a publicly traded company. The company is headquartered in Cedar Rapids, Iowa, and employs over 20,000 employees worldwide. Approximately 7,000 of these employees work in Cedar Rapids, with other large operations in California, Florida, Texas, and Mexico. Rockwell Collins also has subsidiaries in Europe, Asia, South America, and Africa, as well as service locations around the world. Rockwell Collins has long maintained a strong commitment to employee training and development.</p> <p>However, until 1998, all Rockwell Collins training was being conducted via classroom instruction. Twelve in-house trainers provided much of this training. One difficulty was that most of the employees who worked outside of Cedar Rapids had very limited access to training. In that same year, 28 percent of those who signed up for training within the company did not attend that training, citing work demands in a majority of the cases as the reason for canceling. In an effort to provide more training to a greater number of employees, the Learning and Development group at Rockwell Collins considered making increased use of outside training vendors, as well as changing the types of methods used to deliver training.</p>	
	(a)	If you were manager of learning and development at Rockwell Collins, where would you start in your efforts to improve the availability and effectiveness of company-sponsored training efforts?	07
	(b)	What suggestions would you have concerning how training is designed and provided?	07
		OR	
	(a)	What suggestions do you have concerning who should provide the training (i.e., in-house trainers versus outside vendors)?	07
	(b)	How would you seek to "sell" your recommendations to top management?	07
