

**GUJARAT TECHNOLOGICAL UNIVERSITY****MBA - SEMESTER– IV EXAMINATION – WINTER 2019****Subject Code: 3549231****Date: 30-11-2019****Subject Name: Human Resource Development (HRD)****Time: 2.30 PM to 5.30 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** Define the following terms in brief: **14**
- (a) Reward structure
  - (b) Compliance need
  - (c) Control group
  - (d) Utility Analysis
  - (e) Job Rotation
  - (f) School to work programs
  - (g) Interpersonal competencies
- Q.2** (a) Define Human Resource Development. Explain major events that led to the development of field of HRD. **07**
- (b) State the importance of prioritizing HRD needs. What are the benefits of obtaining participation of various organizational members in prioritization process? **07**
- OR**
- (b) Identify and describe ethical considerations to be considered during evaluation of training program. **07**
- Q.3** (a) Any evaluation effort requires collection of data to base decisions. With reference to this statement, describe any three methods for data collection. **07**
- (b) Mention three essential features of an effective training program objective as defined by Robert Mager. Give suitable examples. **07**
- OR**
- Q.3** (a) Elucidate Classroom training approach. Explain in detail categories of classroom training with pros and cons. **07**
- (b) Various organizational members can play important role in employee orientation program. Explain roles of various members during employee orientation. **07**
- Q.4** (a) Stress management interventions focus on well-being of employees. Taking example of any company, state stress management interventions used for employee wellness. **07**
- (b) What is Coaching Analysis? Explain in detail the process of coaching analysis. **07**
- OR**
- Q.4** (a) Write a note: Erikson's model of Adult Development **07**
- (b) The HRD manager of a glass manufacturing company has come to you for advice. Although employees have gone through two-week safety awareness and training program, the accident rate is consistent. It was found that employees are not using safety devices such as safety shoes, goggles and not following safety procedures. Using your knowledge of employee behavior and motivation, explain at least two possible reasons for such deviant behaviour. Suggest remedial measures for the same. **07**

**Q.5**

**CASE STUDY:**

When Mahesh joined in a Bank in 1985, he had one clear goal to prove his potentiality. He did prove that and had been promoted 5 times since his entry into the bank. Compared to others, his progress has been the fastest. Currently his job demands that Mahesh should work 10 hours a day with practically no holiday. At least, 2 days in a week Mahesh is required to travel.

Peers and subordinates at the bank have appreciation for Mahesh. They don't grudge the success achieved by Mahesh, though there are some who wish they too had been promoted as well. The post of General Manager fell vacant. One should work as a GM a couple of years if he were to climb up to the top of the ladder. Mahesh applied for the post along with others in the bank. The chairman has assured Mahesh that the post would be his. A sudden development took place, which almost wrecked Mahesh's chances.

The bank has the practice of subjecting all its executives to medical checkup, once a year. The medical reports go straight to the chairman who would initiate remedial measures, where necessary. Though Mahesh was only 35, he too, was required to undergo the test. The chairman of the bank received a copy of Mahesh's medical examination results, along with a note from the doctor.

The note explained that Mahesh was seriously overworked and recommended that he be given an immediate 4 weeks' vacation. The doctor also recommended that Mahesh must take physical exercise, every day. The note warned that if Mahesh did not care for the advice, he would be in for heart trouble in another 6 months.

**Questions:**

- (a) State your opinion regarding the stress and stressors prevailing in the bank. **07**
- (b) If you were in place of Chairman, how would you react to this situation? **07**

**OR**

- Q.5** (a) According to you, what factors are responsible for health of Mahesh? **07**
- (b) Suggest employee counselling and wellness initiatives for the bank that could aid overcoming such situation. **07**

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