

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER -III– EXAMINATION – WINTER 2021

Subject Code: 1539332**Date: 25-02-2022****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.

Q. No.		Marks
Q.1	Define the terms 1. Need Analysis 2. CIPP 3. OJT Methods 4. Emerging workplace trends 5. Coaching 6. Make vs. buy decision	14
Q.2	(a) Explain training and HRD process model.	07
Q.2	(b) Suppose you have been asked to perform a task analysis for the job of dispatcher in a city police department. Which method of Task analysis do you think would be most approximate for analyzing this job? Support	07
	OR	
	(b) Explain key skills needed by professionals for effective e-learning Design and Implementation.	07
Q.3	(a) Detail notes on Train the Trainer programs.	07
	(b) In what circumstances would learning be promoted through use of Case study method and simulations?	07
	OR	
Q.3	(a) Explain various training delivery methods with suitable illustration.	07
	(b) What are the best strategic tips for Trainers? Explain	07
Q.4	(a) Describe the four level of evaluation that make up Kirkpatrick's evaluation framework.	07
	(b) Explain How technology impact HRD Evaluation?	07
	OR	
Q.4	(a) Explain various sources for Data collection for HRD Evaluation.	07
	(b) What important issues should be considered as one prepares to evaluate HRD interventions?	07

Q.5 Case Study :

Colliers (NASDAQ, TSX: CIGI) is a leading diversified professional services and investment management company. With operations in 64 countries, our 17,000 enterprising professionals work collaboratively to provide expert real estate and investment advice to clients.

For more than 27 years, our experienced leadership with significant inside ownership has delivered compound annual investment returns of 20% for shareholders. With annual revenues of \$4.1 billion and more than \$50 billion of assets under management, Colliers maximizes the potential of property and real assets to accelerate the success of our clients, our investors and our people.

Imagine that you are the “Chief Knowledge Officer” for a large and growing commercial real estate services firm. The company—Colliers International—has over fifteen thousand employees. You are tasked with providing training opportunities for staff in over 400 worldwide offices. You have determined that training will emphasize three basic areas: product knowledge, business skills, and behavioral coaching.

- (a) Summarize the case and Explain, How can Colliers train and develop managers? **07**
- (b) If you were in charge of Colliers University, what types of learning opportunities would you emphasize? Are there particular methods you would expect to emphasize? Why? **07**

OR

- (a) Summarize the case and Explain, To what extent would you emphasize technology - based learning? **07**
- (b) How much control would you encourage or allow trainees in determining what training they receive? Would you seek to involve top management in the training process, and if so, how? **07**
