

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA PART TIME- SEMESTER V- EXAMINATION – WINTER 2021

Subject Code: 4559932**Date: 19/02/2022****Subject Name: Human Resources 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.

- Q.1** Define the following terms: **14**
- (a) Organisation Development
 - (b) Self-fulfilling prophecy (Pygmalion Effect)
 - (c) Positive and Negative Reinforcement
 - (d) Overlearning
 - (e) Task Analysis
 - (f) Control Group
 - (g) Career Planning
- Q.2** (a) Define HRD. Discuss a framework for the HRD process. **07**
- (b) Elucidate the different levels of need analysis **07**
- OR**
- (b) Discuss the key issues in “Designing of Training and Development Intervention” with a brief explanation on each issue. **07**
- Q.3** (a) Discuss the advantages and disadvantages of on- the- job training and off –the job training. Describe any two off- the- job training in detail. **07**
- (b) Describe the Four Levels of evaluation that make up Kirkpatrick’s framework of evaluation. Use the example of any training attended by you to elaborate at each level or any of the class lectures you have attended in any given subject of your choice. **07**
- OR**
- Q.3** (a) Discuss the 5-stage model of Career Development with suitable example **07**
- (b) Explain the stages of life and associated career development **07**
- Q.4** (a) Suppose you have been asked to design a program intended to train airline flight attendant trainees in emergency evacuation procedures. You are now designing the evaluation study to show that the flight attendants understand the procedures and use them on the job. Which data collection methods do you think would be most useful in providing this evidence? How might the type of learning outcome affect your choice of measuring learning? Support your choices. **07**
- (b) Please identify the different between Counseling, Mentoring and Coaching. Give suitable examples to justify **07**
- OR**
- Q.4** (a) Give your comments and recommendations for Effective Performance Management System **07**
- (b) Discuss different approaches to human resource planning. **07**

Q.5 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. 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 per cent 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 cancelling. 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.

- (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

- Q.5** (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**
