

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY**MBA - SEMESTER- IV EXAMINATION – WINTER 2019****Subject Code: 2840301****Date: 30-11-2019****Subject Name: Human Resource Development****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 A** Choose the Best Possible Answer from the 4 options (Multiple Choice Question) **06**
- 1 A challenge currently facing the HRD field is:
A. Increasing workforce diversity. B. Competing in a global economy.
C. Eliminating the skills gap faces D. All of these are challenges HRD faces
 - 2 Which of these is the benefit of needs assessment?
A. Assessment makes training department more accountable B. Higher training costs
C. Loss of business D. Increased overtime working
 - 3 _____ seeks to examine the goals of the organization and the trends that are likely to affect these goals.
A. Organizational Support B. Organizational analysis
C. Person analysis D. Key skill abilities analysis
 - 4 Development Centres contribute, in a big way, to :
A. Recruitment and Selection B. Orientation Programmes
C. Grievance Handling D. Career and Succession Planning
 - 5 Which of the following is the first step to developing an HRD Strategy ?
A. Identify Sources of Competitive Advantage B. Analysis of External & Internal Environments
C. Design HRD Interventions D. Identify the Resource Persons
 - 6 The rate of return, expressed as a percentage, on an investment in training , is called :
A. Training Payback B. Rate of Return
C. Return on Training D. Return on Investment
- B.** Short / Definition Questions **04**
- 1 Role Play Method of Training 2. Career Development
 - 3 Assessment Centers 4. Counseling
- C.** What are the three essential features of an effective HRD or training program objective? **04**
- Q.2 (a)** Explain the framework for the HRD Process. **07**
- (b)** What is Task analysis? Explain how task analysis is accomplished. **07**

OR

- (b) Describe the training approaches used in the organization with proper examples 07
- Q.3** (a) Explain various Classroom training methods and techniques. 07
- (b) Explain various issues evolved while designing training program. 07
- OR
- Q.3** (a) Discuss in detail On-the-Job Training methods 07
- (b) Describe levels of Kirkpatrick's training Evaluation frame work. 07
- Q.4** (a) Explain the stages under the process of career development 07
- (b) Explain the term Coaching. State the usefulness of coaching for improving performance of employees. 07
- OR
- (a) Discuss the need for Management Development Program. What are requisites for the success of Management Development Program? 07
- (b) Describe various employee assistance programs available in the organizations. 07
- Q.5** Case study: 14

Rockwell Collins

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 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.

Question-1 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?

Question-2 What suggestions would you have concerning how training is designed and provided?

OR

Answer appropriately under the given Incidents:

Incident 1: In a training workshop, the HRD Manager of a Nationalized Bank described very proudly, the new HRD system his bank was introducing to develop their employee competencies. After listening carefully to his narration, one of the participants from another organization remarked: “how it is your services are so poor in spite of your bank having HRD? That means HRD has failed in your Bank!” Interestingly, a few months before that, in the same Bank, when a fraud case came to light, one of the senior officers blamed HRD (still in its infancy in that Bank) for not doing enough to prevent frauds.

Incident 2: Another executive of another company that had introduced HRD system a few years ago, remarked to an HRD consultant, “your HRD had very little impact in my company. Look at my case – I have not been promoted so far. Only those who butter the boss continue getting promotions and HRD does nothing about it”

Incident 3: Still another executive asked an HRD consultant once, : “Tell me Sir, those companies that are using HRD, are they doing better than those who don’t use HRD?”

Question-1: In the Incident No 1. , what was the HRD Manager’s concept of HRD and what were instead the expectations of either employees or customers from HRD ? What corrections would you therefore make in the HRD deliverables so as to satisfy the expectations from HRD?

Question-2: In the Incident No. 2, was the executive who was complaining to the consultant, right in saying what he said? Justify your answer. If you were the HRD Consultant, what would be your answer to the executive?

Question-3: In Incident No.3, What would be your reply as an HRD consultant?
