

Seat No.: \_\_\_\_\_

Enrolment No. \_\_\_\_\_

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA – SEMESTER – 4 – EXAMINATION – WINTER 2016****Subject Code: 2840301****Date: 24/10/2016****Subject Name: HUMAN RESOURCE DEVELOPMENT (HRD)****Time: 02:30 pm to 5:30pm****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)

06

1. \_\_\_\_\_ refers to the learning opportunities designed to help employees grow.
  - a. Training
  - b. Development
  - c. Education
  - d. All of the above
2. A challenge currently facing the HRD field is:
  - a. Increasing workforce diversity.
  - b. Competing in a global economy.
  - c. Eliminating the skills gap.
  - d. All of these are challenges HRD faces.
3. According to the 'new learning and performance wheel' what is true about Business Strategy?
  - a. It should be at the hub or center of HRD efforts.
  - b. It should not be a part of the wheel.
  - c. It is included in the 'upper right spokes'.
  - d. It is included in the 'lower left spokes'.
4. \_\_\_\_\_ 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
5. 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

6. Which of the following is a technique of evaluation?
- Longitudinal or time - series analysis
  - Transfer validity
  - Inter - organizational validity
  - None of the above
- Q.1 (b) Explain the following terms 04
- HRD
  - Management Education
  - Job Instruction Training
  - Career Development
- Q.1 (c) Briefly explain the challenges to be faced by HRD Professionals. 04
- Q.2 (a) Explain the framework for the HRD Process. 07
- Q.2 (b) Discuss the important functions of Human Resource Management. 07
- OR
- Q.2 (b) Explain the concept of Competency Mapping. Also discuss its role. 07
- Q.3 (a) Elucidate the different levels of need analysis. 07
- Q.3 (b) Prepare a detailed note on ethical issues concerning evaluation research. 07
- OR
- Q.3 (a) Discuss in detail On-the-Job Training methods. 07
- Q.3 (b) Define the term task analysis. Explain the sources of data for task analysis 07
- Q.4 (a) Explain the stages under the process of career development. 07
- OR
- Q.4 (a) Discuss the need for Management Development Program. What are requisites for the success of Management Development Program? 07
- Q.4 (b) Explain the term Coaching. State the usefulness of coaching for improving performance of employees. 07
- Q.5 Case Study 14
- 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.

**Questions:**

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?
2. What suggestions would you have concerning how training is designed and provided?
3. What suggestions do you have concerning who should provide the training (i.e., in-house trainers versus outside vendors)?
4. How would you seek to “sell” your recommendations to top management?

OR

**Q.5 Case study**

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One day, the director of training at Lens Crafters got a call suggesting that top executives were looking to improve the company's bottom line and couldn't find enough tangible evidence that the company's training programs were producing a measurable return on the company's investment. Top management at this optical retailer understood that employee training was important, but they wanted to know what evidence was available to show that there was in fact a payoff to the organization from the money being spent on training. The phone conversation ended with a challenge: “What are you going to do about this?”

**Questions:**

1. If you were the director of training in this situation, what measures would you like to have available before you responded to top management?
2. What types of evidence do you think management would find convincing that training was having a positive impact on the organization?
3. Why did you pick the measures that you did?
4. How would you go about collecting the data for the measures you selected?

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