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Seat No.:	Enrolment No.

GUJARAT TECHNOLOGICAL UNIVERSITY

MBA - SEMESTER-IV • EXAMINATION-WINTER • 2014

Subject Code: 840301 Date: 25-11-2014

Subject Name: Human Resource Development (HRD)

Time: 10.30am - 13.30pm Total Marks: 70

Instructions:

- 1. Attempt all questions.
- 2. Make suitable assumptions wherever necessary.
- 3. Figures to the right indicate full marks.
- Q.1 Write short notes on any **Three**-

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- (a) Ropes course
- (b) Self directed training
- (c) Utility analysis
- (d) Research design
- Q.2 (a) With the help of a Basic "Training and HRD process Model" (i.e. ADImE or ISD) 07 Design a HRD Intervention. (Consider an organization of your choice e.g. IT /Telecommunication/ Automobile). Explain and enumerate all the steps have been followed under each main Phase.
 - (b) What is meant by task analysis? Suppose you have been ask to perform task analysis 07 for the job of a dispatch clerk in a private bank, which method(s) of task analysis do you think would be most appropriate for analyzing his job? Support your choice (s).

OR

- (b) What do you mean by strategically integrated HRD? What are the methods of 07 strategic/organizational Analysis? Enumerate points brought by Goldstein for organizational Needs Analysis.
- Q.3 (a) What are the key activities involved in designing an HRD Program? What are 07 objectives of the Robert Mager HRD Intervention? Explain in brief.
 - (b) What is concept of New Employment Relationship? Define career concept. Draw 07Spectrum of career Development Activities and explain.

OR

- Q.3 (a) Enumerate what are various Training methods or media? Enumerate & briefly explain 07 about the factors responsible for maximum learning.
 - (b) What do you understand by stages of life and Career Development? Draw and explain 07 Levinson's "EARS" Approach to Adult Development.
- Q.4 (a) What are the training methods & Techniques used in HRD Programs? Enumerate. 07

Briefly explain about experimental methods of classroom training approaches (points). What are merits & demerits of each of these?

(b) Compare Kirkpatrick Evaluation framework with other (Nine) Evaluation frame works **07** /Models? Write down peculiarities and salient features of all these models?

OR

- Q.4 (a) What is Ethical Issues concerning Evaluation Research? Explain complete procedure 07 of Utility Analysis, along with advantages & disadvantages.
 - (b) What is the purpose of self Report data? What are three serious problems/ biases? 07
- Q.5 (a) What are work place competencies? Why these competencies need revival and 07 reinforcement? Explain in brief, under various headings.
 - (b) What is the concept of Management Development? What is McCall's Characteristics 07 approach in reference of managing and Richard Boyatzis's Integrated Competency Model? Explain in brief.

OR

- Q.5 (a) What is the concept of coaching? What is causal attribution Theory? What is the **07** concept of fundamental Attribution error? Explain in brief.
 - (b) What is the concept of Mintzberg's Holistic view of the Manager's job? Explain in **07** brief.
