

Roll No.

Total No. of Pages : 03

Total No. of Questions : 15

MBA (2012 & Onward) (Sem.-3)

TRAINING AND DEVELOPMENT

Subject Code : MBA-962

Paper ID : [C1178]

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

- 1. SECTION-A contains SIX questions carrying FIVE marks each and students has to attempt any FOUR questions.**
- 2. SECTIONS-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.**
- 3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying EIGHT marks.**

SECTION-A

1. Distinguish between Training and Development.
2. Discuss the Role of external agencies in training and development
3. Why is it important to analyze training needs?
4. What are the prerequisites of a structured training programme?
5. Define simulation as a training technique.
6. Outline various emerging issues related to Training and Development in India.

SECTION-B

UNIT-I

7. *“Training has influenced every facet of life”*. Elucidate the statement giving suitable examples.
8. Define Learning. What are various principles and theories of learning?

UNIT-II

9. What are various methods that are used for imparting Training to employees? How can we judge the most effective method in a given situation?
10. What special factors need to be considered to design a training programme for organizational change?

UNIT-III

11. What are the various qualities that are required to become an effective trainer?
12. Write notes on :
 - i) Team building exercises
 - ii) Management games

UNIT-IV

13. Describe various criteria upon which training and development programmes are evaluated? What are the problems faced in this evaluation process?
14. Write notes on :
 - i) Kirkpatrick Model of Evaluation
 - ii) CIRO Model

SECTION-C

15. **Read the case carefully and answer the question below.**

Aegis BPO is a subsidiary of Essar Group, a multibillion-dollar group with interests in steel, oil, telecom and shipping across several countries in the world. Aegis is listed in the US and operates in India, US and Philippines. Though Aegis started as an international BPO, considering the emerging opportunities in the domestic BPO space, it has ventured into telecom, banking and insurance verticals by entering into service contracts with leading players such as Airtel, Idea, HDFC insurance and ICICI Bank. The Organization has now grown to 17 centres in India with over 20,000 employees. It has another 15,000 employees across US and Philippines.

The Company, which has been recruiting close to 4,000 employees across its sites for replacement, has drawn a comprehensive training and development strategy to train and develop its employees :

Training for new hires : For the new hires, the company has the following two kinds of training :

- i. Voice and accent training to provide contact services.
- ii. Technical /Product training to ensure that they are empowered with required product knowledge.

Training for tenured employees : In order to address the developmental aspirations, the organization has drawn a detailed plan as follows :

- i. Training for next generation team leaders.
- ii. Training on communication and interpersonal skills.
- iii. Yellow and green belt certification to train them in problem solving and quality improvement aspects.
- iv. Training for first-time managers.
- v. Training for process trainers and quality analysts.
- vi. Training calendar for training needs identification of employees.
- vii. On-the-job training on management information reporting and people management for tenured customer service executives (CSEs).
- viii. Coaching and mentoring skills for tenured CSEs to train new hires.

These training initiatives have not only helped Aegis to reduce early attrition, but also address the developmental aspirations of the tenured employees.

Question :

Briefly analyze the training strategies of Aegis BPO and suggest changes if any for the organization.