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Total No. of Questions: 10 **Total No. of Pages: 02**

MBA (Sem. 3)
TRAINING & DEVELOPMENT
Subject Code: MBA-962
Paper ID: C1178

Time: 03 Hrs. **Max. Marks: 60**

INSTRUCTIONS TO CANDIDATES:

1. **Section A contains SIX questions carrying FIVE marks each and students have to attempt any FOUR questions.**
2. **Sections B attempt any ONE question from each UNIT and each question carry EIGHT marks.**
3. **Section C is COMPULSORY each question carries EIGHT marks.**

SECTION A

1. **Explain Briefly:**
   a) How training benefits the employees?
   b) How the trainer is selected? Explain.
   c) Define simulations.
   d) What is CIRO Model?
   e) What are the steps in Kirkpatrick Model of Evaluation?
   f) Discuss the operant theory of learning.

SECTION B

UNIT 1

2. What do you mean by Training and Development? Discuss the process and significance of Training and Development.
3. Elucidate the various methods of training needs.

UNIT 2

4. Explain the types of training and development methods.
5. What do you mean by training for change? Discuss the resistance in training.

UNIT 3

6. Write a note on:
   a) Team Building Exercises b) Developing Effective Trainers
7. Examine the various approaches to management development.

UNIT 4

8. What is training evaluation? Explain the different techniques of job evaluation.
9. Write a note on:
   a) Cost and benefit analysis in training b) Steps involved in Evaluation

SECTION C

10. CASE STUDY: TRAINING AND DEVELOPMENT

When Sudhir became head of Spark ltd., he set out to discover what people liked and did not like about working there. He realized that people remember how you make them feel, so he decided to focus on people and emphasize training and development. The results have been very positive, as 80% of employees say that their position in Spark ltd. is good for personal growth, and 82% say their experience is good for their future. 73% find their work stimulating and 72% report that they are excited about the company's future. 73% find their work stimulating and 72% areexcited about Spark ltd.'s future.

Sudhir is a reflection of the excellent leadership at Spark ltd. which has earned an 80% approval rating from employees. Their confidence in senior management is also reflected in a survey that showed 69% of employees were not just motivated. but inspired , by Spark ltd. senior partner and chief executive Raghuveer. When Spark Ltd.'s operations hit nearly $4 billion in revenues, everyone received about a $2,000 bonus and special gift cards on Diwali, and an extra day off. Those were the good time. How, about the hard times? During difficult times, Spark ltd. needs to look at meeting different kinds of employee need. At the onset of the global recession in late 2008, Raghuveer actively provided regular voicemail updates on how the company was dealing with the crisis, another sign of excellent leadership. A recession is an opportune time for a company to explore creative ways to manage and lead people. Spark ltd. experimented with reduced hours, unpaid furloughs, and lateral career moves . Crises are times in which to seek out new opportunities while being attentive to the
dangers and pitfalls that are most often the focus . Going up the career ladder in hard times may be difficult, even impossible, but does this mean work becomes a dead end ?

Discussion Questions:

a) As an employee, what type of motivational method would you prefer, financial incentives, job flexibility, training and development, or something else? Why?

b) How training and development helps in enhancing employee motivation.