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Total No. of Pages: 03

Total No. of Questions: 15

MBA (2012 & Onward) (Sem. – 3)
TRAINING AND DEVELOPMENT

M Code: 70755

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 have 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 students have 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. Explain the concept of simulation.
3. Write a short note on the various aids commonly used in training.
4. What are the organizational constraint that affects training design?
5. What are the necessary attributes of a good trainer?
6. Briefly discuss the principles of evaluation of training.

SECTION B

UNIT I

7. Differentiate between experiential and non-experiential training.
8. Outline the framework for conducting a Training Need Analysis.

UNIT II

9. Discuss in detail various training & development centers with example.
10. Explain in detail the various methods of training. Which of the method do you consider the best for training of employees in pharmaceutical sector?

UNIT III

11. Explain management development. Discuss the various approaches to management development.
12. What are the factors to be considered for training design? How will you develop training objectives?

UNIT IV

13. What is the importance of evaluation of training programmes? What are the problems in evaluation?
14. a) Discuss CIRO Model of training evaluation.
b) What is the emerging pattern of training and development in India?

SECTION C

(Compulsory)

15. CASE STUDY

An automobile parts manufacturer (APM) was attempting to institute employee problem solving teams to improve quality. This action was strongly encouraged by its biggest customer, a major automobile manufacturer. The competition in the original equipment manufacturing business is especially fierce. The major automobile manufacturers (Ford, GM, Daimler Chrysler, Toyota, Honda etc.) now demand high quality parts at extremely low cost and they often play supplier against the other to force the OEM industry to meet their standards.

A training needs analysis of middle level and first level production managers was conducted. These managers were responsible for the operation of the parts production system, a system that is highly mechanized and somewhat automated. The labor force in this area is primarily high school graduates, but many have less education. The manager's responsibility prior to the change was to ensure that the hourly workers did their jobs in the proper manner and that the right amount and type of parts were produced to meet the production schedule.

The TNA showed low technical knowledge among these managers but they had been hired to monitor the hourly employees. They did not really understand the machinery and equipment and had never operated it. Most of them used a confrontational style in dealing with their subordinates because they felt that if they took a gentler approach, the unionized workforce would take advantage of them. The managers were all selected on the basis of their high need to control their environment, high need to achieve, and willingness to work with others to get the job done. These traits still characterized this group of managers.

Questions:

- a) What is the managerial context in which these managers will be operating? Do you think training designed to help managers understand the context they will be operating in will be helpful? Why or why not?
- b) What types of competencies should be developed in the management training? Give your rationale.
- c) What types of training should be used to provide the different competencies? How long will it take to provide this training? Give your rationale.
- d) What are the alternatives to management development? Do you think one of these alternatives should be used? Why or why not?