Printed pages: 02 **Sub Code: RMB HR 04**

Paper Id: 270430 **Roll No:** | | | | | | | | | | |

MBA

(SEM-IV) THEORY EXAMINATION 2017-18

TRAINING AND DEVELOPMENT

Time: 3 Hours ***Total Marks: 70***

Note: Attempt all Sections. If require any missing data; then choose suitably.

SECTION A

1. Attempt *all* questions in brief. **2 x 7 = 14**

a. What are the different methods you could use in training employees?
b. List Requisites for conducting Effective Training in an organization.
c. What is the training need analysis?
d. Write a short note on Sensitivity Training
e. What do you mean by training cost-benefit analysis?
f. Write short note on System's Approach to Training.
g. What is an 'Ice breaking session'?

SECTION B

2. Read the following case and answer the questions given at the end of the case **7 x 3 = 21**

TAZ Corporation is involved in the manufacturing of wheel rims for automobiles. Since there is a great demand for this product from the automobile manufactures of developed countries, including Japan and USA, the corporation had set-up its manufacturing unit in the Export Promotion Zone (EPZ) at Chennai. EPZ extends many attractive terms for the exporters in the Zone, including exemption from the applicability of labor laws to the units within EPZ.

TAZ selected bright engineers from engineering institutes and sent them for hands on training to Korea for six months. On their return, these engineers systematically trained on the shop floor work foree in all aspects of product manufacturing. As jobs were of a technical nature, TAZ recruited boys from Industrial Training Institutes and Polytechnic institutes in different crafts. This young workforee, whose average age was 26 years, was dynamic and enthusiastically performed the jobs and was meeting the production targets. TAZ had also taken care of the needs of the work force and provided subsidized canteen, buses to take workers from town to work place and back, and other welfare measures.

This congenial environment continued for three years but later the workers, at the instance of outside leadership, started a trade union. TAZ was upset with these developments and, to some extent, was flrm in dealing with the unionized workers. The matter precipitated to a two week strike. However, at the intervention of the Conciliation Officer, a settlement was reached between the parties which gave higher wages and benefits to the workers and TAZ could eliminate some restrictive practice that had surfaced of late. Normalcy was restored.

TAZ had decided to educate the workers about the virtues of disciplined work performance. Accordingly, it approached a professional trainer to take up the assignment.

Questions

i. What objectives would you keep in mind in conducting such a training program?
ii. If you were the trainer, how would you design the training program?
iii. Can employee involvement and work commitment be achieved through such a training program? Give your reasons.

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SECTION C

3. Attempt any *one* part of the following: 7 x 1 = 7

(a) Why is employee orientation important process? What are the benefits of a properly conducted orientation program?

(b) Discuss the various tasks involved in training administration.

4. Attempt any *one* part of the following: 7 x 1 = 7

(a) Write a note on Organizational Analysis and Task Analysis.

(b) As a trainer, what are the steps you would undertake to make the long training session not boring to the employees?

5. Attempt any *one* part of the following: 7 x 1 = 7

(a) What are the factors to be considered while designing training and development activities?

(b) What is learning? Discuss the various principles of learning which are relevant for imparting training to workers? Explain the characteristics of learning organizations with examples.

6. Attempt any *one* part of the following: 7 x 1 = 7

(a) Explain on the Job Training Methods

(b) Bring out the need, criteria and techniques of evaluation of training program.

7. Attempt any *one* part of the following: 7 x 1 = 7

(a) How Are Performance Appraisal and Training Need Assessment Related?

(b) What are the barriers to learning? Discuss Reinforcement Theory.

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