

Code: BA3T6H

II MBA-I Semester-Regular Examinations - JANUARY 2016

TRAINING AND DEVELOPMENT

Duration: 3hours

Max. Marks: 70

SECTION-A

1. Answer any FIVE of the following:

5 x 2 = 10 M

- a) Need for training
- b) Task analysis
- c) Cross culture
- d) Field trips
- e) Data gathering
- f) ROI of training
- g) Principles of learning
- h) Distance learning

SECTION – B

Answer the following:

5 x 10 = 50 M

2. a) Explain the concepts of education in detail.

OR

b) What is meant by training? Explain the various types of training.

3. a) Discuss the criteria for identifying training needs.

OR

b) How to design a training module? Explain in detail.

4. a) Define role play. Explain role-plays and reverse -role- plays in detail.

OR

b) Explain transactional analysis and exceptional Analysis.

5. a) What is training evaluation? Explain the steps and methods of training evaluation.

OR

b) Discuss the Cost - Benefit analysis in detail.

6. a) What is meant by learning? Explain the theories of learning.

OR

b) Explain multimedia training and E- Learning in detail.

SECTION – C

7. Case Study

1 x 10 = 10 M

Jim Delaney, president of Apex Door, has a problem. No matter how often he tells his employees how to do their jobs, they invariably “decide to do it their way,” as he puts it, and arguments ensue between Jim, the employee, and the employee’s supervisor. One example is the door – design department, where the designers are expected to work with the architects to design doors that meet the specifications. While it’s not “rocket Science,” as Jim puts it, designers invariably make mistakes-such as designing in too much steel, a problem that can cost Apex tens of thousands of wasted

dollars, once you consider the number of doors in, say, a 30-story office tower.

The order processing department is another example. Jim has a very specific and detailed way he wants the order written up, but most of the order clerks don't understand how to actually use the multipage order form. They simply improvise when it comes to a detailed question such as whether to classify the customer as "industrial" or "commercial."

The current training process is as follows. None of the jobs has a training manual per se, although several have somewhat out-of-date job descriptions. The training for new people is all on the job. Usually, the person leaving the company trains the new person during the one- or two – weeks overlap period, but if there's no overlap, the new person is trained as well as possible by other employees who have filled in occasionally on the job in the past. The training is basically the same throughout the company for machinists, secretaries, assemblers, engineers, and accounting clerks, for example.

Case Questions:

1. What do you think of Apex's training process? Could it help to explain why employees "do things their way" and if so, how?
2. What role should job description plays in training at Apex.
3. Explain in detail what you would do to improve the training process at Apex. Make sure to provide specific suggestions.