Code: **17BA3T5HB**

**II MBA - I Semester – Regular / Supplementary Examinations
FEBRUARY 2022**

TRAINING AND DEVELOPMENT

Duration: 3 hours   Max. Marks: 60

SECTION - A

1. Answer the following: **5 x 2 = 10 M**

  a) Induction Training.
  b) Job competencies.
  c) In-basket exercise.
  d) Training material.
  e) Resistance to training.

SECTION – B

Answer the following: **5 x 8 = 40 M**

2. a) How are companies using training and development to benefit them in today's economy?

(OR)

  b) Explain how training relates to attracting new employees, employee retention, and motivation.

3. a) What is a design document? What is included in a design document? How is it useful for training?

(OR)

b) Needs assessment involves organization, person, and task analyses. Which one of these analyses do you believe is most important and which one is least important? Why?

4. a) What are the strengths and weaknesses of the lecture, the case study, and behavior modeling?

(OR)

b) What are the components of effective team performance? How might training strengthen these components?

5. a) What are results outcomes? Why do you think most organizations don't use results outcomes to evaluate their training programs?

(OR)

b) What practical considerations need to be taken into account when calculating a training program's ROI?

6. a) Why would a company use a combination of face-to-face instruction and web-based training?

(OR)

b) What is social media? Explain how it can be used for training.

SECTION-C

7. Case Study   **1x10=10 Marks**

IBM Offers Training (and Pay Cuts) to Employees to Learn New Technologies Some employees in IBM's Global Technology Services group received e-mails from the company informing them that a recent evaluation had identified them as an employee who had not kept pace with acquiring the necessary skills and expertise needed to meet changing client needs, technology, and markets. As a result, IBM requires them to dedicate one day a week or up to twenty-three total days between October 2014 and March 2015 to focus on training. During this time, the employee will take a pay cut, receiving only 90 percent of their base salary. Once training is completed, salaries will be restored in full. Employees can either take the training or look for job opportunities within IBM that better match their current skill set. Employees have reacted negatively toward the program. Some feel the program with its pay cut is unfair because their work has received positive evaluations from their managers. Also, employees noted that all workers in their group were being assigned to the same training program regardless of their individual skill levels. A few employees believe that the training program is a cost-cutting exercise that is being presented as a training program. A spokesperson for IBM emphasized that the salary cut and retraining program was not standard practice across IBM, but affected only a few hundred employees in the U.S. technology services outsourcing business. The purpose of the program is to help employees develop key skills in areas such as cloud and mobile computing and advanced data

analytics. Because the program can help employees in the long term to increase their billable hours with clients, IBM believes the salary cut is a co-investment cost shared by both the employees and the company. IBM calculated that it will lose one day of billing clients each week that the employees are in the training program, which matches the 20 percent of the compensation of the employees involved. So the 10 percent salary cut actually splits the difference.

Questions:

a) Do you believe this program is strategic? Why or why not? 3 M

b) Should employees' salaries be reduced for the time they attend training programs? Substantiate your answer.   3 M

c) What other ways might IBM convinced the affected employees to update and gain new skills?   4 M