M.B.A DEGREE EXAMINATIONS: NOV/DEC 2010

Fourth Trimester

MASTER OF BUSINESS ADMINISTRATION

MBA531: Training and Development

Time: Three Hours   **Maximum Marks: 100**

Answer All the Questions: -

PART A (1 x 20 = 20 Marks)

1. Case Study

Leaders are also crucial in coming up with innovative ideas that would benefit the organization. There is a constant need and growing significance of grooming future leaders in organizations. Efficient and effective leaders are essential to motivate the employees and steer them towards a particular goal. Thus there is an everlasting advantage to the companies in one way as the leadership training and development would bring down the attrition rate in the companies. This case study stands as a testimony for realizing the requisite of grooming their potential employees as future leaders.

Mr. Sakthivel is the Chief Foreman of a transport bus body building company. His experience curve of 18 long years originates from being a foundry office analyst at the age of 21 to his current situation at Namakkal before coming to Karur to occupy his present position. After only nine months on his present job in Karur, he had been interviewed and had received an offer to the position of Technical cum Operations Manager in a similar natured and reputed EOU company at Chennai. He immediately resigned from his present organization. The board of the company was shocked as the Chairman read Mr. Sakthivel's letter of resignation. The idea of looking again for a replacement was a depressing thought as Mr. Sakthivel was selected among the three qualified candidates last year thus ending a four month search for the present position.

Now the Chairman yelled and poses the issue. We've got a problem here in Karur. How do we replace Mr. Sakthivel? How do we ensure that we'll have continuity of leadership in technical domain? Talented people move frequently for money and better position.

On the other hand, Mr. Sakthivel can't be blamed for moving on. He has to look out for his career and, right now there's a lucrative market for men like him. The hard feeling is that more than 70% of those managers hired in bus body building companies are expected to retire within seven years. This is the type of the industry dominated by operational executives in their

late fifties or early sixties. As a matter of fact, a middle aged person, like Mr. Sakthivel, can literally choose the employer he wants.

Questions:

1. Assuming the nature and significance of the industry discuss and debate the different strategic approaches of HR/Executive Development programmes to retain and groom future leaders like Mr. Saktivel. (10)

PART B (10 x 2 = 20 Marks)

2. What are the considerations that have to be taken care while designing a Training Programme?

3. Distinguish between Training and Development

4. What are the various methods to identify training needs?

5. Differentiate between Proactive TNA and Reactive TNA

6. List the possible components of learning process.

7. How In-basket exercises are used as training method?

8. What are the contents of an employee orientation programme in an organization?

9. What are the advantages of an Assessment Center?

10. List the pros and cons of Computer based training methods

11. How Kirkpatrick's Four-Level Framework of Evaluation Criteria is helpful for measuring training outcome?

PART C (4 x 15 = 60 Marks)

12. (a) "Training and Development activities influence the achievement of the organization's business activities," Substantiate the above statement with reference to the implications of business strategy for training

(OR)

(b) ABC Bank has planned to expand its MSME operations among potential rural areas of Coimbatore, Erode and Tiruppur districts. Describe the steps involved in organizing a suitable training programme from designing to implementation for its bank officers.

13. (a) What is the purpose of Training need analysis? Discuss and illustrate the steps involved in training need analysis process.

(OR)

(b) What are the different types of competencies expected out of an employee? How are competency models are useful for training and development

14. (a) Summarize different types of primary training methods and discuss their relative advantages and disadvantages

<div align="center">(OR)</div>

(b) Identify different learning theories and discuss how these theories are helpful in training

15. (a) Give an overview of the various models for evaluating training and discuss their significance in assessing the impact of training.

<div align="center">(OR)</div>

(b) Justify how technology has enhanced the learning environment. Identify and explain the benefits of different Information technology enabled training methods for competitive advantage.

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