



**KUMARAGURU**  
college of technology  
character is life

Register Number: .....

**MBA DEGREE EXAMINATIONS: MAY 2015**

(Regulation 2012)

Third Semester

**MASTER OF BUSINESS ADMINISTRATION**

MBA650: Training And Development

**Time: Three Hours**

**Maximum Marks: 100**

**Case Study:-**

**PART A (1 x 20 = 20 Marks)**

1. Inconsistent personnel policies

Xavier Corporation Limited was registered under Companies Act, in the year 1960. The major products of the company are auto ancillaries. The company has been enjoying the status of market leaders for the last forty years. There has been tremendous competition to company's products from other companies, which have ventured into the field of auto ancillaries in the last seven to ten years.

As a result of this competition, profit margin of the company has been steeply declining year after year to the extent that in the final year 2000-01 company made a net loss of Rs.2 crore as against a consistent profit throughout from the day of its inception. In the year 1999 – 2000 company made net profit of Rs. 1 crore. During its heydays, company has been promoting people due to constant growth and profit and in most of the cases even those employees who do not have any formal qualification in management and capability to discharge managerial assignments have been promoted to senior managerial positions.

The personnel policies of the company somehow have not been well defined as a result of which every new Chief Executive has been changing it from time to time so much so that present Chief Executive decided three years back to induct professionally qualified people at the lowest rank of executives. The situation created a very high sense of insecurity in those managers who have come from ranks without any formal qualified junior executives find lack of direction from seniors which has led to high degree of frustration in them. Due to the above situation, there is

total demoralization among the employees at all levels resulting into poor performance and lack of concern for the corporation.

**Questions:**

- a) What training can be imparted to increase the morale of the employees?
- b) What type of training should be imparted for both the professionally qualified and the non-professionally qualified personnel?

**Answer ALL the Questions:-**

**PART B (10 x 2 = 20 Marks)**

- 2. Differentiate between training and development.
- 3. Write a short note on matrix model training.
- 4. How does practice helps learning?
- 5. What are the role upper level managers in the needs assessment process?
- 6. Mention the importance of apprenticeship programs.
- 7. What is meant by computer based training?
- 8. Differentiate between learning and transfer.
- 9. What can we done to motivate companies to evaluate training programs?
- 10. What is job rotation?
- 11. What does the 'rigor' of a cross cultural training program refer to?

**PART C (4 x 15 = 60 Marks)**

- 12. a) What steps are included in the training design model? What step do you think is most important? Why?

**(OR)**

- b) (i) Which strategic training and development initiatives do you think all companies should support in today's economic climate? Why? (8)
- (ii) What factors should a company consider in deciding whether to outsource its entire training function? Explain. (7)

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

**(OR)**

b) Discuss the various advantages and disadvantages of multimedia training.

14. a) Discuss the major emphases of identical elements, stimulus generalization, and cognitive theories of transfer.

**(OR)**

b) What do threats to validity have to do with training evaluation? Identify internal and external threats to validity. Are internal and external threats are similar? Explain.

15. a) Describe briefly various approaches to employee development.

**(OR)**

b) Identify and explain various training issues related to internal needs of the company.

\*\*\*\*\*