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Name.....

Reg. No.....

FOURTH SEMESTER M.B.A. DEGREE EXAMINATION, JUNE 2018

Syllabus Year 2016

M.B.A.—Specialisation

Human Resource Management.

BUS 4E H05—MANAGEMENT OF TRAINING AND DEVELOPMENT

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer all questions.

Each question carries 1 weightage.

1. Elaborate the terms andragogy and pedagogy.
2. Briefly explain the scope of training and development.
3. What do you mean by T-Group Training ?
4. Define the term "competency mapping".
5. What are the objectives of productivity training ?
6. Distinguish between coaching and mentoring.

(6 × 1 = 6 weightage)

Part B

Answer any four of the following questions.

Each question carries 3 weightage.

7. What are the different On-The site methods of training ? Explain.
8. Discuss the various barriers of learning.
9. Explain the methods for identifying training and development needs.
10. What are the factors influencing transfer of training ? Explain.
11. Explain the process involved in creativity training.
12. What are the different strategies for management development ? Explain.

(4 × 3 = 12 weightage)

Part C

Answer any three of the following questions.

Each question carries 4 weightage.

13. Discuss the importance of reinforcement theory of learning in training and development.
14. What are the steps in strategic training process ? Explain.

Turn over

15. Explain the relevance of training in organizational change management.
16. What are the strategies for effective training transfer ? Explain.
17. How the information technologies reduce the cost of training and development ? Discuss.

(3 × 4 = 12 weightage)

Part D (Compulsory Questions)

18. Case :

Jim worked as a laborer for a gas utility in Winnipeg, Manitoba. When the opportunity came to apply for a backhoe/front-end-loader operator job, he was excited. Three people applied. To select the one who would get the job, the company asked each of them to actually go out and work on the backhoe for a day. Jim felt his chance for the job disappear, because he had never even driven a tractor let alone used a backhoe. When he went out, he did not know how to start the tractor. One of the other backhoe operators who was getting his machine had to show him. He managed through the day, and to his surprise, did better than the others. He was given the job.

On his first day at the new job, one of the other backhoe operators showed him where to check the hydraulic fluid and said, "These old Masseys are foolproof. You will be okay." Jim taught himself how to dig a hole by trial and error. He initially believed that the best way was to fill the bucket as much as possible before lifting it out of the hole and emptying it. He would wiggle the bucket back and forth until it was submerged and then curl it. When it came out of the hole, the earth would be falling off the sides. This job was not so difficult after all, he thought.

He cut through his first water line about 2 weeks after starting his new job. Going into a deep, muddy hole did not make the crew happy. After Jim cut through his third water line, the crew chief pulled him aside and said, "You are taking too much earth out with each bucket so you don't feel the bucket hitting the water line ; ease up a bit". Water lines were usually 6 to 8 feet down, so Jim would dig until about 5 feet and then try to be more careful. It was then he pulled up some telephone lines that were only about 3 feet deep.

Realizing more was involved in operating a backhoe than he first thought, he sought out Bill Granger, who was known to have broken a water line only twice in his 15 years. It was said

he was so good he could dig underneath the gas lines—a claim that Jim doubted. Bill said you need to be able to feel any restriction. The way to do that was to have more than one of your levers open at the same time. Operating the bucket lever and the boom lever at the same time reduces the power and causes the machine to stop rather than cut through a line of any type. Jim began to use this method but still broke water lines. The difference now was that he knew immediately that he broke a line. He could feel the extra pull, whereas in the past he found out either by seeing water gushing up or by hearing the crew chief swearing at him. He was getting better. Jim never did become as good as Bill Granger. In fact 2 years later he applied for another job as gas repairperson and was promoted, but the training as a gas repairperson was not much better.

Questions :

- (a) What are the potential costs to this lack of training? Why do you think the company operated in this manner?
- (b) What type of training would you recommend: OJT, classroom, or a combination? Describe what the training might entail.
- (c) What type of training environment would you provide?

(1 × 6 = 6-weightage)