

C 82118

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Name.....

Reg. No.....

FOURTH SEMESTER M.B.A. DEGREE EXAMINATION, JUNE 2020

(CUCSS)

M.B.A.

BUS 4E H05—MANAGEMENT OF TRAINING AND DEVELOPMENT

(2016 Admission onwards)

Time : Three Hours

Maximum : 36 Weightage

Part A

Answer all questions.

Each question carries 1 weightage.

1. Differentiate between training and learning.
2. Mention the outcomes of learning.
3. Briefly explain the Blooms Taxonomy.
4. List out the importance of attitudinal training.
5. What are the objectives of TQM training ?
6. What do you mean by organizational development ?

(6 × 1 = 6 weightage)

Part B

Answer any four of the following questions.

Each question carries 3 weightage.

7. What are the various factors considered during training design ? Explain.
8. Discuss about systematic training process in detail.
9. What are the different Off- The-Role training methods ? Explain.
10. Explain the importance of strategic human resource development.
11. Briefly explain the David Kolb's learning model.
12. Why leadership training is inevitable in an organization ? Explain.

(4 × 3 = 12 weightage)

Turn over

Part C

Answer any three of the following questions.

Each question carries 4 weightage.

13. Explain the principles of learning in detail.
14. Discuss on various factors consider during training design.
15. What do you understand by appraisal of training executive ? Why it is necessary ?
16. Why evaluation of training and development is important ? Explain.
17. What are the non -formal methods of development ? Explain.

(3 × 4 = 12 weightage)

Part D (Compulsory Questions)

The question carries 6 weightage.

18. Case :

Fred recently became a manager at a local hardware store that employs about six managers and 55 nonmanagement employees. With the coming of the larger chains such as Builders Square to the area, the owner is concerned about losing many of his customers because he cannot compete on the basis of price. The management team met and discussed its strategic response. It determined that the hardware store would focus on particular items of hardware and make personalized service the cornerstone of its effort. Fred's responsibility was to train all nonmanagement employees in good customer relations skills; he was given a budget of \$70,000. The owner gave Fred a number of brochures sent to the company over the past few months.

One of the brochures boasted, "Three-day workshop; \$35,000. We will come in and train all your employees (maximum of 50 per session) so that any customer who comes to your store once will come again."

Another said, "One-day seminar on customer service skills. The best in the country. Only \$8,000 (maximum participants 70)."

A third said, "Customer satisfaction guaranteed on our customer satisfaction training for sales clerks. Three-day workshop, \$25,000. Maximum participants 25 to allow for individual help,"

Fred liked the third one, because it provided personalized training. He called the company in to talk about its offering. The consultant said that by keeping the number small, he would 'be able to provide actual work simulations for each of the trainees to practice. He also indicated he would tailor the simulations to reflect the hardware store. Fred noted they would need two sessions and asked the consultant if he could take a few more per session to accommodate the 55 employees. The consultant agreed. The training went ahead, and the cost was under the budget by \$20,000.

Questions :

1. Do you agree with Fred's choice ? Why ?
2. What else might Fred do before choosing a training package ? Describe your approach in some detail.
3. If training went ahead as indicated, how successful do you think it would be ? Explain your answer using concepts from this chapter.

(1 × 6 = 6 weightage)