

Code: 14E00310

MBA III Semester Regular & Supplementary Examinations November/December 2017

TRAINING & DEVELOPMENT

(For students admitted in 2014, 2015 & 2016 only)

Time: 3 hours

Max. Marks: 60

PART – A

(Answer the following: (05 X 10 = 50 Marks))

- 1 "Training & development is a tool to manage change". Discuss the statement elaborately.
- OR**
- 2 Explain the components in the system model of training.
- 3 "Employee training has become increasingly important as jobs have become more sophisticated and influenced by technological changes" – Comment.
- OR**
- 4 Explain the steps involved in conducting a training programme in a systematic way.
- 5 Describe how you would go about analyzing the future needs of your university.
- OR**
- 6 Explain elaboration theory and how it would help you design a training program.
- 7 How would you present training material in a manner that facilitates retention?
- OR**
- 8 Supervisors often resist taking on the role of the coach. What can organizations do to encourage supervisors to be effective coaches?
- 9 What learning processes are most influenced by interactive multimedia? Which are influenced least?
- OR**
- 10 What is the difference between cost/benefit evaluation and cost effectiveness evaluation? When would you use each and why?

PART – B

(Compulsory question, 01 X 10 = 10 Marks)

11 Case Study:

Institute for business leadership (IBL) is a new generation organization, which is specialized in conducting customized training programmes to meet the learning needs of the corporate world. It has the core competence to conduct soft skills training as well as technical training. IBL had a turnover of Rs.120 crores during the previous year. The organization has got a 5-acre campus in Bangalore which can accommodate about 400 trainees at any point of time.

IBL encourages its faculty members to use appropriate learning aids for helping the trainees learn effectively. All the classrooms are provided with LCD projectors, computers, white boards and markers. The company feels proud of its accomplishments in the area of training and development. In a recent training programme a resource person by name Dr.Namura from Michigan University was invited to facilitate a half day session for CEOs. The cost of bringing him all the way from Michigan was about Rs.4,00,000.

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Dr.Namura, before beginning his session, asked the programme co-coordinator Dr.Krishna to provide him an overhead projector and flip charts to facilitate classroom learning. But Dr.Krishna said "we have sophisticated learning aids like LCD projectors and therefore OHPs and flip charts have been discarded long ago". Dr. Namura was upset. Krishna was of the view that; had Namura informed in advance about learning aids he wanted to use we could have got it hired from other agencies, but it is not possible now at short notice since IBL is 40 kilometers away from city. Finally, Namura conducted his four hour session only through the lecture method in the post-lunch session. At the end of the session the feedback ratings of trainees placed Dr.Namura 1.8 on a scale of 1 to 5. Namura said at the end of the programme that he would never come to IBL in future. On the other hand, trainees said that they were not at all happy with the monotonous lectures delivered by Dr.Namura.

Questions:

- (a) Where did the things go wrong and what could have been done to prevent the crisis?
- (b) Who should decide the suitability of a learning aid? The learners, the trainer or the organizers?
- (c) Explain different types of training aids, identify criteria to determine the types of training aids to be used in given training programme.

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