

MBA III Semester Supplementary Examinations May 2018

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 Distinguish between the terms training and development. Briefly explain the training process.
- OR**
- 2 What is the contribution of Donald Kirkpatrick to training evaluation? Explain his four level model of training evaluation.
- 3 What factors might inhibit HRD managers from developing a strategic planning approach to training? How might these factors be overcome?
- OR**
- 4 What are significant legal issues that the training unit must take in to consideration when conducting training activities? Describe how these issues might create challenges for HRD.
- 5 What are competencies and why are they popular in training departments? How are competency models related to job analysis?
- OR**
- 6 Discuss organizational constraints involved in designing the training programme. How do you do about the organizational structure?
- 7 To help ensure training, what would you do outside the training itself? Who would you involve and how? What would you do about the organizational structure / environment?
- OR**
- 8 What are some typical difficult trainees and how would you deal with them?
- 9 Why are classroom-based training programs (lecture / discussion, role play, games, etc.,) used so much more than individualized approaches to training? Do you think this choice is appropriate?
- OR**
- 10 What is the relationship among the four levels of evaluation? Would you argue for examining all four levels if your boss suggested you should only look at the last one (results) and that if it improved you would know that training had some effect?

PART – B

(Compulsory question, 01 X 10 = 10 Marks)

11 Case Study:

Our client Moldovan Coffins is a high-end coffin maker in the country of Moldova. Moldova, officially the republic of Moldova, is a landlocked country in eastern Europe located between Romania to the west and Ukraine to the north, east, and south. Moldova declared itself an independent state with the same boundaries as the Moldavian Soviet Socialist Republic in 1991 a part of the dissolution of the Soviet Union. The total population of the country amounted to 4 million (2004 Moldovan census).

The owner of Moldovan Coffins business has seen substantial change in his market in recent years and is contemplating the future of his business. Up until now, he has been in the business of building high-quality, handcrafted coffins largely by hand with a skilled labour force. Recently, however, he has become aware of a new technology that would allow him to build machine-made coffins with much less labor. Should he invest in this new technology? And should he even remain in the coffin-making business in the first place? Why or why not?

Questions:

- (a) What strategic alternatives should the owner of the coffin business consider?
- (b) How would you figure out the current value of the coffin business? Provide the following additional information if the candidate asks for it clearly and directly.