

Code: 14E00310

MBA III Semester Regular Examinations January 2016

TRAINING & DEVELOPMENT

(For students admitted in 2014 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

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

- 1 What do you understand by T&D? Discuss models of training.
OR
- 2 Discuss training concepts and significance.
- 3 What is organization & management of training functions?
OR
- 4 What are the corporate strategies in training?
- 5 Discuss purpose and advantages of training.
OR
- 6 Discuss team work and analysis of training assessment.
- 7 Discuss goal setting and pre-training communication.
OR
- 8 Discuss the use of ice breakers to stimulate interest.
- 9 Discuss the merits and demerits on the job training methods.
OR
- 10 Discuss E-learning methods.

SECTION – B

(Compulsory Question)

01 X 10 = 10 Marks

11 Case study:

Subhiksha Pharmacy Ltd. was established in 1985 and started experiencing abnormal increase in human resource cost by 2004. Consequent upon its revised retention policy. The revised retention policy aimed at increase in the salaries of pharmacists and top level managers more than those of market leaders. Mr.George has taken over the charge as new CEO in 2005. Upon his takeover he begins to look for ways to make the organization more profitable. Throughout his investigation he found that the company's HR costs was too high and is a major cause for dwindling financial position of the company. Mr.George instructed HR manager of the company to down size the number of employees by 30%, creating a saving of rupees 3 billions. The HR manager offered a counter proposal that it would be wise to expand the production and marketing operations of the company revising the corporate strategy, as the market is providing opportunities' for pharmaceutical industry. The CEO just paid a deaf ear to the counter proposal of the HR manager consequently the HR manager initiated the downsizing process. The HR manager officially informed the employees the details of downsizing program. The booming pharmaceutical industry enabled the employees of M-S Subhiksha pharmacy to find jobs in another companies with much difficulty. However of the displaced employees were upset about being terminated and complained as the new positions were lower than their current once. However most were successfully out-placed by June 2006. The company's financial position improved slightly in 2007 and the CEO told the HR manager that we achieved the goal. But the HR manager relied "we achieved the goal we lost appropriate strategy and our competitors gained a lot by employing our trained and experienced staff.

Questions:

- (a) Who is right? The HR manager or CEO.
- (b) Would it be appropriate to modify the strategy loosed on availability of staff and also when market is favorable?
