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NEW SCHEME

Fourth Semester MBA Degree Examination, July 2007
Business Administration
Training & Development

Time: 3 hrs.]

[Max. Marks:100

Note :1. Answer any Four questions from Q1 to Q7.
2. Question No.8 is compulsory.

1. a. What are the objectives of training? (03 Marks)
b. Explain the training need assessment process. (07 Marks)
c. Explain the important factors to be considered while designing a training programme. (10 Marks)
2. a. What do you mean by training policy? (03 Marks)
b. Differentiate between training and development. (07 Marks)
c. Explain various approaches to training. (10 Marks)
3. a. What do you mean by organizational analysis? (03 Marks)
b. What is role play method? Explain different types of structured role methods used. (07 Marks)
c. Explain different audio visual aids used in training. (10 Marks)
4. a. What do you mean by in-basket exercise method? (03 Marks)
b. Explain the factors influencing training policy. (07 Marks)
c. Explain the various skills needed for a trainer. (10 Marks)
5. a. List different roles of trainer. (03 Marks)
b. Explain various sources of knowledge and skill. (07 Marks)
c. Explain different training evaluation instruments. (10 Marks)
6. a. Discuss the advantages and limitations of on-site-training. (03 Marks)
b. What is training audit? Explain the steps in training audit. (07 Marks)
c. What is sensitivity training? Explain its advantages and limitations. (10 Marks)
7. a. What do you mean by training plan? (03 Marks)
b. What is learning? Explain conditions for transfer of learning. (07 Marks)
c. Discuss different difficult situations a trainer may face during a session and explain how they can be handled. (10 Marks)

Contd....2

8 Case Study :

L.R.K Limited is leading 20 years old Pharmaceutical Company functioning in Bangalore, dealing with the manufacturing and selling of drugs in large scale. There are about 1000 people working in different areas like production, QC, Packing section, HR department and Administration with a manager in charge for each functional area. Mr. Joseph, the Managing Director of this Company had taken many steps to develop the business and showed interest in international marketing and introduced many new combinations with latest technology.

Mr. Rajesh is a Senior HR manager working from initial days and knowing all the techniques and procedures related to manufacturing and industry related works. He also has very close contact with the managing director and takes a vital role in many decisions. Mr. Verma joined as new HR manager to assist Mr. Rajesh recently. He had done a post graduate diploma in personnel management and Ph.D in training and development. He visited many industries in foreign countries and participated in several programmes in latest interest.

The All India Pharmaceutical Manufacturer's Association decided to organize an international workshop on training and development in December 2007 at New Delhi. An offer was given to L.R.K Limited to organize the workshop for 3 days. The main objectives of the workshop are to train the staff towards latest manufacturing technology, selling skills in the marketing and executive development programmes to meet the International standards.

The Managing Director had a meeting with top level executives and decided to give the opportunity to either Mr. Rajesh, senior HR manager or to Mr. Verma, new HR manager to organize the workshop in a determined way. One is very experienced and another is well qualified in the latest technology.

Questions :

- If you are in place of MD, to whom will you give the responsibility to organize the workshop? Why? (05 Marks)
- "Experience can be more beneficial than qualification". Explain the statement with examples. (05 Marks)
- Suggest suitable training method for National level workshop for employees. (05 Marks)
- As an organizer prepare a suitable programme schedule for a 3 day workshop on training and development. (05 Marks)



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Fourth Semester MBA Degree Examination, Dec. 07 / Jan. 08
Training and Development

Time: 3 hrs.

Max. Marks:100

Note : Answer any FIVE full questions.

- 1 a. State the benefits of training. (03 Marks)
b. Distinguish between training and development. (07 Marks)
c. Explain the training process model. (10 Marks)
- 2 a. State the objective of TNA. (03 Marks)
b. What is person analysis? What is its importance in TNA? (07 Marks)
c. Explain the process / framework for conducting TNA. (10 Marks)
- 3 a. Mention organizational constraint for training. (03 Marks)
b. Explain facilitation of learning focus on trainees. (07 Marks)
c. Explain content and intent of design theory and out comes of design. (10 Marks)
- 4 a. What is an Inbasset Exercise? (03 Marks)
b. Explain the role of training aids in training. (07 Marks)
c. What is a training policy? Distinguish between ON the job training and OFF the job training. (10 Marks)
- 5 a. What is body languages / gestures? (03 Marks)
b. Explain different training styles adopted by a trainer. (07 Marks)
c. State the attitude, knowledge and skill competence of trainer. (10 Marks)
- 6 a. Define the term evaluation. (03 Marks)
b. State what measures will ensure effectiveness of training and learning. (07 Marks)
c. What is training audit? Explain the model and steps of training audit. (10 Marks)
- 7 a. What do you understand by MDP? (03 Marks)
b. Explain the importance of MDP. (07 Marks)
c. Explain the techniques of case study role-play and management game method. What is its importance in training? (10 Marks)

8 **CASE STUDY:**

Fred recently became a manager at a local hardware store that employs about six managers and 55 non-management 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 non-management 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 services 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:

- a. Do you agree with Fred's choice? Why? (05 Marks)
- b. What else might Fred do before choosing a training package? Describe your approach in some detail. (05 Marks)
- c. If training went ahead as indicated, how successful do you think it would be? Explain your answer using concepts from TNA. (10 Marks)

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Fourth Semester MBA Degree Examination, June – July 2009

Training and Development

Time: 3 hrs.

Max. Marks:100

Note: Answer any Four full questions from Q.1to Q.7; Q.8 is compulsory.

- 1
 - a. What is the scope of training in organizations? (03 Marks)
 - b. What are the different types of training need analysis? (07 Marks)
 - c. Define training design and discuss the factors affecting training design. (10 Marks)

- 2
 - a. How are training and development related? (03 Marks)
 - b. Explain the steps involved in the process of training need assessment. (07 Marks)
 - c. Explain Gagne –Briggs theory of training design. (10 Marks)

- 3
 - a. Define sensitivity training. (03 Marks)
 - b. Discuss the factors influencing the training policy. (07 Marks)
 - c. Explain the important factors that has to be considered by HR manger for effective implementation of training programm. (10 Marks)

- 4
 - a. What do you mean by Pilot training? (03 Marks)
 - b. Explain the role of information technology in training and development. (07 Marks)
 - c. Explain the nature and significance of training to middle and top level executives in big multinational companies. (10 Marks)

- 5
 - a. What is management development? (03 Marks)
 - b. Bring out the importance of body language and gesture in conducting training programme. (07 Marks)
 - c. What in training audit? Explain the important steps involved in it. (10 Marks)

- 6
 - a. What is validation of training programme? (03 Marks)
 - b. What are the competencies required to a trainer? (07 Marks)
 - c. Explain the advantages and disadvantages of on-the-job and off-the-job training. (10 Marks)

- 7
 - a. What is the significance of training need analysis? (03 Marks)
 - b. Explain the different training styles adopted by the trainer. (07 Marks)
 - c. What are the types of evaluation instruments used to measure the effectiveness of training? (10 Marks)

8 CASE STUDY :

TAZ corporation is involved in the manufacturing of wheel rims for automobiles. Since there is a great demand for this product from the automobile manufacturers of developed countries, including Japan and USA, the corporation had set-up its manufacturing unit in the Export Promotion Zone (EPZ) at Chennai, EPZ extends many attractive terms for the exporters in the zone, including exemptions from the applicability of labour laws to the units within EPZ.

TAZ selected bright engineers from engineering institutes and sent them for hand-on training to Korea for six months. On their return, these engineers systematically trained on-the-shop floor work force in all aspects of product manufacturing. As jobs were of a technical nature, TAZ recruited boys from Industrial Training Institutes and Polytechnic Institutes in different crafts. This young work force, whose average age was 26 years, was dynamic and enthusiastically performed the jobs and was meeting the production targets. TAZ had also taken care of the needs of the work force and provided subsidized canteen, buses to take workers from town to work place and back, and other welfare measures.

This congenial environment continued for three years but later the workers, at the instance of outside leadership, started a trade union. TAZ was upset with these developments and, to some extent, was firm in dealing with the unionized workers. The matter precipitated to a two-week strike. However, at the intervention of the conciliation officer, a settlement was reached between the parties which gave higher wages and benefits to the workers and TAZ could eliminate some restrictive practices that had surfaced of late. Normalcy was restored.

TAZ has decided to educate the workers about the virtues of disciplined work performance. Accordingly, it approached a professional trainer to take up the assignment.

Questions :

- a. What objectives would you keep in mind in conducting such a training programme? (05 Marks)
- b. If you were the trainer, how would design the training programme? (05 Marks)
- c. Can employee involvement and work commitment be achieved through such a training programme? Give your reasons. (10 Marks)

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08MBAHR448

Fourth Semester MBA Degree Examination, May/June 2010

Organizational Leadership

Time: 3 hrs.

Max. Marks:100

**Note: 1. Answer any FOUR full questions from Q. No.1 to Q. No. 7.
2. Question No. 8 is compulsory.**

- 1 a. Compare and contrast a manager versus a leader. (03 Marks)
b. Explain the various levels of analysis of leadership theory. (07 Marks)
c. Interpret the leadership theory paradigms. (10 Marks)
- 2 a. What do you understand by emotional intelligence (EQ)? (03 Marks)
b. Elucidate the achievement motivation theory. (07 Marks)
c. Elaborate the various aspects of ethical leadership. (10 Marks)
- 3 a. What do you mean by leadership style? (03 Marks)
b. Describe the leadership grid. (07 Marks)
c. Discuss the reinforcement theory. (10 Marks)
- 4 a. Compare and comprehend teams versus groups. (03 Marks)
b. Write a note on "Types of teams". (07 Marks)
c. Enumerate the concept of self-managed teams. (10 Marks)
- 5 a. What do you understand by "followership"? (03 Marks)
b. Discuss the leader-member exchange (LMX) theory. (07 Marks)
c. Elaborate on the "evolution of the dyadic theory". (10 Marks)
- 6 a. What do you mean by "Charisma"? (03 Marks)
b. Explain the transformational leadership. (07 Marks)
c. Interpret the various qualities of charismatic leaders. (10 Marks)
- 7 a. What do you understand by "strategic leadership"? (03 Marks)
b. Describe "creating a high – performance culture". (07 Marks)
c. Enumerate the concepts of "stewardship and servant leadership". (10 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
2. Any revealing of identification, appeal to evaluator and /or equations written eg. 42+8 = 50, will be treated as malpractice.

8 Identify each of the following ten behaviours by its leadership role.
Justify your answers.

(Answer and its justification for each behaviour carries two marks)

- i) The leader is talking with two employees, who were verbally fighting and refuse to work together. (02 Marks)
- ii) The leader is holding a meeting with his followers to discuss a new company policy. (02 Marks)
- iii) The production leader is talking to a maintenance person about fixing a machine. (02 Marks)
- iv) The leader is conducting a job interview. (02 Marks)
- v) The sales leader is signing an expense reimbursement form for a sales representative. (02 Marks)
- vi) The leader is holding a press conference with a local newspaper reporter. (02 Marks)
- vii) The leader is reading the daily e-mail. (02 Marks)
- viii) The leader is disciplining a follower for being late again. (02 Marks)
- ix) The leader is visiting another organizational unit to watch how it processes work orders. (02 Marks)
- x) The leader is having new customized software developed for the organisational unit. (02 Marks)

Interpersonal Roles :

- i) Figurehead
- ii) Leader
- iii) Liaison

Informational Roles :

- iv) Monitor
- v) Disseminator
- vi) Spokesperson

Decisional Roles :

- vii) Entrepreneur
- viii) Disturbance handler
- ix) Resource allocator
- x) Negotiator.

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