

[This question paper contains 2 printed pages.]

**Sr. No. of Question Paper : 2575**

**Roll No.....**

Unique Paper Code : 101535

Name of the Course : Bachelor of Business Studies 2013

Name of the Paper : Training and Management Development (503 H1)

Semester : V

Duration : 3 Hours

Maximum Marks : 75

**Instructions for Candidates**

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Attempt **all** questions.

1. Why do training professionals need OD competencies and why do OD professionals need trainer competencies? Discuss the following OD interventions :-

(a) RAT

(b) Process consultation (15)

2. What is the difference between proactive and reactive training need analysis? Explain TNA process? (15)

3. Explain the components of Training objectives with examples. (10)

4. What kind of KSA needs can be met by using the following methods.

Give reasons :-

(a) Lecture

(b) Role play

(c) Management games (15)

*P.T.O.*

5. The task of a group of employees is to assemble disc drives that go into computers. The management feels that the quality is not what it should be and many of the group's devices have to be brought back and reworked. Design a training programme for the group of employees assembling disc drives. (10)
  
6. Discuss the imbalances in training and their effects during the post training phase. (10)

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Sr. No. of Question Paper : 1146

Roll No.....

Unique Paper Code : 101535

Name of the Paper : Training and Management development

Name of the Course : Business Studies

Semester : V

Duration : 3 Hours

Maximum Marks : 75

**Instructions for Candidates**

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Attempt 5 questions in all.
3. **Case study** is compulsory.
4. Parts of a question must be answered together.

1. **Case Study** : The Department of Social Services represents a large part of your company's budget and total number of employees. The job of technician is responsible for all client contact, policy interpretation, and financial decisions related to several forms of public aid (e.g. food stamps, aid to families with dependent children). Technicians must read a large number of memos and announcements of new and revised policies and procedures. Technicians were complaining they have difficulty reading and responding to this correspondence. The company decided to send the employees to a speed reading program costing Rs. 2,50,000 per person. The company has 200 technicians.

Preliminary evaluation of the speed reading program was that trainees liked it. Two months after the training was conducted, the technicians told their managers that they were not using the speed reading course in their jobs, but were using it in leisure reading at home.

When their managers asked why they were not using it on the job, the typical response was, "I never read those memos and policy announcements anyway".

*Answer the following questions on the basis of the case above :*

- (a) Evaluate the needs assessment process used to determine that speed reading was necessary. Was it appropriate ? (7)

P.T.O.

- (b) How would you have conducted the needs assessment ? (8)
2. (a) What are the different types of objectives of training ? Explain the components of objectives. (7)
- (b) What aspects will you keep in mind while creating a training design structure ? (8)
3. Which training methods would be effective for the following learning criterion ? Give reasons for your answer.
- (a) Knowledge acquisition.
- (b) Change in attitudes.
- (c) Problem solving skills.
- (d) Interpersonal skills.
- (e) Production methods. (5x3 marks)
4. (a) What do you mean by an effective team ? How can we create an effective team through Team-Building Interventions. (7)
- (b) "Action Research is the application of the scientific method of fact-finding and experimentation to practical problems requiring action solutions and involving the collaboration and cooperation of scientists, practitioners, and laypersons." In the light of the statement explain the Action Research Model as a Problem-Solving Approach. (8)
5. (a) What do you mean by 'Power & Politics' in organisational life ? How does an OD Practitioner deal with it ? (7)
- (b) Discuss the imbalances in training and their affects in the post-training phase. (8)
6. Write short notes on **any 3** :
- (i) Management Games as a Management Development Programme.
- (ii) Sensitivity Training.
- (iii) Building Support for training.
- (iv) Process Consultation. (3x5 marks)

points, such as major highways, rivers, and political boundaries, in developing solutions.

At first, the procedures Fox used were rudimentary and ad hoc. Information was collected and stored and then processed by a series of programs adapted from other applications. One program tracked numbers and distances. Another program placed this information on computer representations of city maps. Programs adapted from operations research employed optimization routines to develop solutions. The work was tedious and cumbersome.

Over the years, hardware and software developments streamlined the process, but still the sequence was complex. At first Fox lined up the projects and then did the work. However, as the demand for the services grew, Fox Geomapping needed employees for all phases of the business. At the present time, Fox Geomapping has ten young professionals from various backgrounds involved in the many projects under way.

As Fox began to hire employees, he realized that virtually no one had the range of skills needed to run the many projects that were waiting to be done. Workers needed specialized skills in computers, understanding of mathematical modeling, knowledge of census procedures as well as expertise in city planning. Mr. Fox was hiring college graduates, but whatever the major of those hired, two to three years of training were needed before an employee could understand the entire scope of the effort and be productive at the minimal level. Fox was hiring talented people, was paying above market salaries for their majors and was then hoping they would learn enough in the first two or three years to become valuable contributors to Fox Geomapping.

The problem was that many of the most talented employees left for better jobs within the first two years. Fox became convinced that he needed some type of incentive system that increased an employee's commitment to Fox geo mapping, particularly in the first years of employment.

*P.T.O.*

**Questions :**

- (i) What types of incentive systems would be possible for Fox Geomapping ?  
Discuss the advantages and disadvantages of each ? (7½ marks)
- (ii) What role can benefits play in gaining employee commitment and retaining professional employees ? (7½ marks)