

Tilak Maharashtra University
Master of Business Administration (Distance)
(Semester - IV) - Internal Evaluation (HR)
Training & Development

Marks : 80

Code : MDHR 401

Note:

- ❖ The Paper Consist of two sections I & II
- ❖ Attempt any three questions from Section I
- ❖ Section II is Compulsory

Section I

1.(a) Define training. Discuss the differences between training, education and development. (15)

OR

1.(b) Describe the learning principles of Modelling, Motivation and Reinforcement in detail. (15)

2.(a) Explain the gaps in training in relation with Input Overload, Unrealistic Goals and Alienation. (15)

OR

2.(b) Describe the 4 phases of Content-Oriented Job Analysis. (15)

3.(a) Explain the 4 reasons why needs analysis must be done before training programs are developed. (15)

OR

3.(b) Describe the 3 hidden functions of a trainer viz. Mentoring, Intervening and Managing training. (15)

4.(a) Write short notes (Any 3) (15)

1. Job Rotation
2. Role Playing
3. Whole Learning
4. Objectives of Sensitivity Training
5. Business Games

OR

4.(b) Explain any 2 modalities of training in detail. (15)

Section II

5. Case Study: (25)

XYZ Solar Systems is a 9-years old organisation which manufactures solar water heaters and solar cookers. It also conducts research in solar cell technology with the help of technological assistance from a reputed university in the United States and financial aid from a private bank in India. XYZ is planning to start solar cell production in the next few months, after successful completion of its research.

In 9 years, the company has grown to a size of 350 employees including 280 production workers. The rest of the staff consists of R&D, Marketing, HR and Accounts sections.

For the last 3 years, the company had been making a marginal but consistent progress as regards sales and revenues. But this year has been very unkind to the company. Sales have slumped by almost 30% resulting in severe downfall in revenue.

During the annual general meeting, the board of directors has pulled up the CEO of the company for failing to mitigate the loss. The CEO has done some introspection and conducted a root cause analysis to probe into the reasons of this slump. His analysis has indicated a substantial performance gap among several employees. This clearly means that the company needs to initiate carefully and systematically designed training programmes in order to eliminate/reduce this huge performance gap.

The CEO has hired the services of a training consultancy firm to:

- ❖ Conduct a detailed training needs analysis of the entire company
- ❖ Design and develop customised training programmes for the employees
- ❖ Deliver the trainings using appropriate modes of delivery
- ❖ Evaluate the effectiveness of the trainings

Suppose you are the proprietor of the training consultancy firm. How will you proceed to fulfil the objectives stated above? Describe all the phases, methods and procedures in detail.

Note: You may assume some information as a hypothetical basis. But state your assumptions clearly and ensure that they are logically aligned with your analysis of the case.

6. Explain the lecture method of delivering a training program. (10)