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2117

Your Roll No.

M.Com. / Sem. IV

A

Paper – 7162 : Training and Development

(NS – Admissions of 2009 and after)

Time : 3 Hours

Maximum Marks : 70

(Write your Roll No. on the top immediately on receipt of this question paper.)

Attempt All questions. All questions carry equal marks.

- Q1) a) Explain the core principles of learning
b) Differentiate between Experiential and Non- Experiential Training

OR

“Training will be more effective if it is set in consonance with the goals of the total organization system.” Explain the systems approach to training in light of the above statement. (15)

- Q2) “It is impossible for trainers to prove that their training activity actually caused improvement in the job performance without conducting a TNA.” Elaborate the statement.

OR

Employees of your organization need to be motivated to face the onslaught of competition in your service industry. As a training manager, what kind of training methods can you use to achieve your objective? Explain the methods briefly along with their merits and demerits. (15)

- Q3) a) Explain the factors that a training manager should keep in mind to get the best results from a training programme.

- b) What is the emerging pattern of training and development in India?

OR

- Q3) “The traditional approach to training has kept managers away from evaluating training.” Elaborate the myths of evaluation in the light of the above statement. (15)

- Q4) Elaborate the three stages of training- the preparatory, implementation and the follow-up stage.

OR

- Q4). Write short notes:

- a) Steps involved evaluation
- b) Curriculum standards
- c) Programmed Instruction

(15)

- Q5) Read the case-study given below and answer the questions which follow:

CASE-STUDY

Mr Nitin Desai completed his chemical engineering in the year 1984 and decided to be an entrepreneur. He set up his own specialty chemical plant in Ahmedabad. He supplied the specialty chemicals for the manufacturing of glass, paint, electricity wires and roads.

P.T.O.

With his expertise and experience, he grew very fast and set up units all over India. He now had nine plants and a staff of two hundred and fifty people.

Indian economy was in the high growth phase and therefore foreign companies and investors were showing great interest in India. Mr Desai was also approached by Whirl Pont, a well-known American-based company which wanted to foray into specialty chemicals. They were interested in specialty chemicals for fragrances which Mr Desai does not manufacture as of now but can do so with minor changes in the plant.

Since Mr Desai does not understand any details of financial transactions, the laws involved, tax implications etc, he employs merchant bankers, lawyers and bankers to help him with the joint-venture.

The first suggestion his advisors (merchant bankers) give him is that he must form a core management team to take decisions rather than being owner-driven now. Mr Desai is very reluctant in doing so but does appoint a Managing Director, a Chief Operating Officer and a Chief Financial Officer.

The suggestion to appoint a new Human Resource Officer falls on deaf ears. Mr Desai thinks that his people are very happy with him and he enjoys a personal rapport with most of them since he recruited most of his staff personally. Mr Desai is very confident of handling the people issues of the joint-venture himself but the Managing Director, Chief Operating Officer and the Chief Financial Officer emphasize the importance of the Human Resource Manager.

Q1) If you are appointed as the Human Resource Manager, what kind of training do you think the staff of Mr Desai's organization require to face the new joint-venture (5)

Q2) What human resource problems do you foresee if the joint-venture fails? (5)