

Total No. of Sheets used.....
 Examination..... Master's Degree Programme Year..... 2016
 Subject..... Training and Development Course No..... MHRM-402
 Time allowed... 3 Hours Maximum Marks..... 100 Minimum Pass Marks.....

Note about choice of questions should be explicit:

Note : (An explicit note about instructions and choice of questions must be given)

SECTION 'A'
 Q1 - Q10 Attempt all the questions, each carries 1 mark.
 Answers are to be recorded on the answer sheet.

SECTION 'B'
 Q11 - Q18 Attempt any 5 questions, each question carries 6 marks.

SECTION 'C'
 Q19 - Q28 Attempt one question from each unit.
 Each question carries 12 marks.

Note : If any material such as Log Tables, Maps, Charts etc. is required, the same may be mentioned here.

PLEASE SIGN HERE

Page No. of Text Book/s

Question No. Title of Text books/s used with edition/s

Q-11 - Q28 → Personal Growth & Training & Development
 - by Madhurima Lal & Sheetal Sharma
 → Employee training & development
 - by Raymond A Noe

→ Effective Training
 - by Blanchard & Thacker

Explain.

SECTION-A

Q1.

- i) High-leverage training includes
- link to strategic business goals
 - comparison to benchmarks
 - ensuring effectiveness of training
 - all of the above.
- ii) The codified knowledge that exists in a company explains
- Intellectual capital
 - Social capital
 - Customer capital
 - all of the above.
- iii) In which type of analysis are corporate goals and plans compared with existing manpower inventory to determine the training needs?
- Organizational analysis
 - Operation analysis
 - Individual analysis
 - none of the above.
- iv) which one of the following is a source of assessing training needs?
- performance evaluation
 - attitude survey
 - advisory panel
 - all of the above.

- v) Laboratory training is also known by the name
- sensitivity training
 - job instruction training
 - apprenticeship training
 - none of the above
- vi) Outward-bound training methods is meant for
- Games to test ability to plan ahead
 - Adventure sports for teams
 - Training with external perspective
 - None of the above.
- vii) Which of the following is a technique of evaluation?
- Longitudinal or time-series analysis
 - Transfer validity
 - Inter-organisational validity
 - All of the above
- viii) Which amongst the following is not a part of Kirkpatrick four levels of evaluation of training impact.
- Behaviour
 - Results
 - Responsiveness
 - Reaction

ix) One major advantage of formalised mentoring programmes is that

- a) They ensure access to mentors for all employees
- b) They improve brand name of organisation
- c) They enhance soft skills of employees
- d) They create an informal organisational culture.

x) A protean career is based on:

- a) Managing sabbaticals from senior positions
- b) self direction with the goal of psychological success
- c) enhancing job security.
- d) heavy reliance on formal training.

SECTION - B.

Q11) Describe the forces affecting the workplace and learning. How can training help companies deal with these forces?

Q12) How might technology influence the importance of training professionals' roles? Can technology reduce the importance of any of the roles?

Q13) What do you think is the most important characteristic that influences training?

Q14) Explain the Corporate University Model of organising the training department.

- Q15) What are the strengths and weaknesses of lecture method of training?
- Q16) Why are apprenticeship programs attracted to companies and employees?
- Q17) What can be done to motivate companies to evaluate training programs?
- Q18) Why do you think managers are reluctant to coach their employees?

SECTION 'C'

UNIT-1

Q19) Instructional System Design (ISD) focuses on inputs; management wants outputs. Businesses want results, not the use of a design technology. Do you believe that ISD is a useful process? Why or why not? Are there certain situations when it is a more (or less) effective way to design training?

OR

Q20) What are intangible assets? How do they relate to training and development? Which of the training professional's role do you believe is most difficult to learn? Which is easiest?

Q.21) XYZ Healthcare Products Inc. decided several years ago to expand its product lines by developing pocket size stick and sprays of Coppertone sunblocks, previously only available as a lotion packaged in squeeze bottles. The company placed a strategic emphasis on developing markets for this product. The company knew from market research studies that its Coppertone customers were already using the product in its original squeeze container to prevent sun burn. Due to increased awareness of the dangers of excessive skin exposure, consumers who had not previously used sunblock except when at the beach were looking for a daily sunblock product. Company managers reasoned that their market could be expanded significantly if the product were repackaged to fit conveniently in consumer's pockets, purses and gym bags. Identify the business strategy. What training needs result from this strategy? What are the training implications of this decision for (1) manufacturing and (2) the sales force?

OR

Q.22) If a company decides to outsource its training function is it Business Process Outsourcing? What factors should a company consider in deciding whether to outsource its entire training function? Are the considerations different if the company wants to outsource a training program? Explain.

5) Suppose you are designing a training program for a group of 40 employees. These employees come from a wide range of ethnic and cultural backgrounds and also have different educational and experience backgrounds relative to the content area of the training. What training design features would you use to address these constraints?

OR

Q24) What are the components of effective team performance? How might training strengthen these components? If you had to choose between adventure learning and action learning for developing an effective team, which would you choose?

UNIT-IV

Q25) What do threats to validity have to do with training evaluation? Identify internal and external threats to validity. Are internal and external threats similar? Explain.

OR

Q26) Suppose you are developing a training programme for sales representatives in an effort to boost sales in a medium sized organization. Which evaluation model according to you may be appropriate? Explain.

UNIT - V

Sheet No. 7

1) What is a psychological contract? How does the psychological contract influence career management? How has WEB influenced career management for employees and for companies?

OR

What is a dual career path? What are the characteristics of an effective dual career path?