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Name.....

Reg. No.....

**FOURTH SEMESTER M.B.A. DEGREE EXAMINATION, MAY/JUNE 2019**

(CUCSS)

M.B.A.

BUS 4E H 05—MANAGEMENT TRAINING AND DEVELOPMENT

(2016 Admissions)

Time : Three Hours

Maximum : 36 Weightage

**Part A**

*Answer all questions.*

*Each question carries 1 weightage.*

1. What are the objectives of training ?
2. Define the term "learning".
3. What do you mean by competency mapping ?
4. Briefly explain the relationship between training and development.
5. How team building support organizational development ?
6. What do you mean by management development ?

(6 × 1 = 6 weightage)

**Part B**

*Answer any four questions.*

*Each question carries 3 weightage.*

7. Write a short note on reinforcement theory of learning.
8. What are the factors influencing transfer of training ? Explain.
9. Explain the qualities of a good trainer.
10. What are the different methods used for executive development ? Explain.
11. Discuss the process involved in training implementation.
12. What are the different need assessment techniques ? Explain.

(4 × 3 = 12 weightage)

**Turn over**

**Part C**

Answer any **three** questions.  
Each question carries 4 weightage.

13. What are the various environmental factors influencing training ? **Explain.**
14. Discuss the benefits of VAK model of Learning.
15. Explain the process involved in selection of trainees for training.
16. What are the different costs associated in training program ? **Explain.**
17. Explain the four levels of Kirkpatrick's evaluation models.

(3 × 4 = 12 weightage)

**Part D**

**Compulsory question.**

18. Case :

An automobile parts manufacturer (APM) was attempting to **institute** employee problem-solving : teams to improve quality. This action was strongly **encouraged by its biggest customer**, a major auto-mobile manufacturer. The competition in the **original equipment manufacturing (OEM)** business is especially fierce. The major automobile manufacturers (Ford, GM, Chrysler, Toyota, Honda, etc.) now demand high-quality parts at **extremely low costs**, and they often play one supplier **against** the other in order to force the **OEM industry to meet** their standards.

A training needs analysis of middle- and first-level production **managers** was conducted. These managers were responsible for the operation of the parts **production system**, a system that is highly mechanized and somewhat automated. The labor force **in this area** is primarily high school graduates, but many have less education. The managers' **responsibility** prior to the change was to ensure that the hourly workers did their jobs **in the proper manner** and that the right amount and type of parts were produced to meet the **production schedule**.

The TNA showed low technical knowledge among these managers because they had been hired to monitor the hourly employees. They didn't really **understand** the machinery and equipment and had never operated it. Most of them use a **confrontational** style in dealing with their subordinates because they feel that if they took a **gentler approach**, the unionized workforce would take advantage of them. They were all **selected on the basis** of their high need to control their environment, high need to achieve, and **willingness to work with others** to get the job done. These traits still characterize this group of **managers**.



## Questions :

1. What is the managerial context in which these managers will be operating ? Do you think training designed to help managers understand the context they will be operating in will be helpful ? Why or why not ?
2. What types of competencies should be developed in the management training ? Give your rationale.
3. What types of training should be used to provide the different competencies ?

(1 × 6 = 6 weightage)