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Reg. No. | | | | | | | | | |

III Semester M.B.A. (Day & Evening) Degree Examination June/July - 2024

MANAGEMENT

Learning and Development Human Resources

(CBCS Scheme 2019 Onwards)

Paper : 3.4.3

Time : 3 Hours **Maximum Marks : 70**

Instructions to Candidates :

Read instruction given in each section.

SECTION - A

Answer any **FIVE** questions. Each question carries 5 marks. (5×5=25)

1. What are the benefits of vestibule training?
2. What are the limitations in sensitivity training program?
3. Write a brief note on various areas of soft skills training.
4. Define career anchors. How are they used in career planning?
5. List the seven habits of highly effective people discussed by Stephen Covey.
6. What are the different types of experimental designs?
7. Differentiate between formative and summative evaluation. Give examples.

SECTION - B

Answer any **THREE** questions. Each question carries 10 marks. (3×10=30)

8. Briefly explain the various steps in training need assessment. What are the various strategies used during training implementation?
9. Describe the process of career planning and the stages of career development.
10. What are the different types of training evaluation? Critically discuss Kirkpatrick's training evaluation method.

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11. Explain in detail various methods of training. How do off-the-job training methods score over on-the-job training methods in career development of a manager?

SECTION - C

12. CASE STUDY (COMPULSORY) (1×15=15)

An Automobile Parts Manufacturer (APM) was attempting to institute employee problem-solving teams to improve the quality. This action was strongly encouraged by its biggest customer, a major automobile 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 products at extremely low costs, and they often play one supplier against the other in order to force the OEM industry to meet their standards.

Training needs analysis of the middle and first-level product on managers was conducted. These managers were responsible for the operation of the part production system, a system that is highly mechanized and some what automated. The labor force in the area is high school graduates, but many have less education. The manager's responsibility prior to the change was to ensure that the hourly workers did their work in proper manner and that the right amount and type of parts were produced to meet the production schedule.

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

a) Do you think the trining designed to help the managers understand the context they will be operating in will be helpful? Why or why not?

b) What types of competencies should be developed in managerial training? Give your rationale.

c) What type of trainings should be used to provide the different competencies? Give your rationale.