Birla Institute of Management LIBRARY M.P.

Q.P. Code : 61329

Third Semester M.B.A. (Day) Degree Examination, February/March 2020

(CBCS Scheme – 2014-15 onwards)

Management

Paper 3.5.1 – LEARNING AND DEVELOPMENT

Time : 3 Hours] *[Max. Marks : 70*

SECTION – A

Answer any **FIVE** of the following. Each question carries **5** marks : **(5 × 5 = 25)**

1. What is meant by systematic approach to Training?

2. Bring out the differences between training and learning.

3. Elucidate the concept of learning.

4. What is external training validity?

5. Define career. What are the steps in career planning?

6. What is Sensitivity training? What is its application?

7. What is Organizational Transfer Climate? What factors influence transfer of learning?

SECTION – B

Answer any **THREE** of the following. Each question carries **10** marks : **(3 × 10 = 30)**

8. Explain how trainee motivation impacts learning outcomes. Describe any three contemporary motivational theories to enhance trainee motivation.

9. "To be an effective global leader, is categorically different from the complexity faced by domestic and even regional leaders". Suggest training methods to prepare individuals for global leadership.

10. "There is a trend towards decrease in instructor led classroom training and an increase in the use of emerging learning technologies". Discuss the emerging training technologies and their use to establish the above statement.

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11. Mr. Arvind Khanotkar was invited by an organization's top management to design a needs assessment package. The very first meeting with the union management committee was hostile with questions such as "Did you ever do this type of work before? What are you trying to sell us? Are you trying to stick us with a system developed for someone else?" etc.

After several rounds of conversations, Mr. Arvind realized that this committee was asked by the top management to submit a report for this project. On the same day the report was submitted, the committee was informed that an outside consultant was asked to do the same activity. Unfortunately for Mr. Arvind, he was the chosen consultant. Although he has a strong research team with him, Arvind was in troubled waters. What should Arvind do to resolve this issue and get the project going? What are the deliverables that the organization is expecting from Arvind through the Needs Assessment Phase?

SECTION – C

(Compulsory)

12. Case Study : **(1 × 15 = 15)**

Marquis is a one of the largest electrical and electronics engineering companies in the world. Every year it employs 20000 people in UK. In addition, Marquis UK invested a huge amount of money only on research and development, because their business focused on 'innovation'. Therefore, for growth of their business, Marquis needs people with first class level of skill, knowledge and capability in engineering, IT, business and other relevant field. Marquis Company's strategic planning includes workforce planning, and it is a systematic process for identifying the human capital required to meet company's goals and developing the strategies to meet these requirements. Workforce planning helps an organization to estimate its future workforce requirements and calculate the numbers, nature and sources of potential employees who might meet that demand. Workforce planning enables Marquis to inspection its present staff numbers and the skill it has in place as well as identify where it has skill gaps needed to meet its business objective. Marquis attention is now focused on wind turbines and renewable energy source because of climate change and growing importance on carbon footprint.

Marquis has three main development programs, which is designing for 'Entry level talent'. This entry-level talent means fresh graduates who are going to begin their career with Marquis after education. The three programs are: Apprenticeships, Marquis Commercial Academy, Marquis Graduate Programs.

Marquis offers different types of technical apprenticeships like traffic signal or design engineer aimed for school leavers. Majority of workers are starting their working life from their hometown, so they can work comfortably in known workplace.

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Marquis Commercial Academy: ensures the entrance of financial and commercial talents within Marquis Company. It is aimed at students of Business and finance. Its time duration of four years established an alternative to going directly to university. Therefore, those, students can graduate with a real life experience with Marquis. It includes various finance and commercial placements like Accounting, Human Resource, and Procurement and Corporate areas. This program supports European College of Business Management Degree with personnel development training such as communication and presentation skills.

Marquis Graduation Programmes: Marquis Graduation programs is a training program in different but relevant field for the graduates. Marquis recruits graduate into three core areas of the business. These are engineering, information technology, and business. They can discuss with their line manager, to decide on graduate's individual training and development plan. Therefore, they can develop themselves by their own choice in relevant field. Marquis also supports graduates to gain further qualifications.

Questions :

(a) Explain how Marquis can achieve its strategic objectives through training and development?

(b) Evaluate Marquis's entry level development program.

(c) Suggest how Marquis can measure the effectiveness of its development effort.
