PRESIDENCY UNIVERSITY, BENGALURU
SCHOOL OF MANAGEMENT

Max Marks: 100   Max Time: 180 Mins   Weightage: 40%   **Set A**

COMPREHENSIVE EXAMINATION

I Semester 2016-2017   Course: **MBA A 227: Training and Development**   16 December 2016

Instructions:
  i. Avoid false numbering.
  ii. Support your answers with case laws and reasoning where needed

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Part A

(10 Q x 2 M= 20 Marks)

1. Define "Lean Thinking"
2. Define Task Analysis
3. Define Explicit learning
4. What is training evaluation?
5. What do you mean by Strategic Training?
6. What is meant by Competency Model?
7. What do you mean by Rapid need assessment?
8. What is meant by Social Learning Theory?
9. What do you mean by training design?
10. What is meant by Continuous Learning?

Part B

(8 Q x 5 M= 40 Marks)

1. Describe the forces affecting the workplace and learning? How can training help companies deal with these forces?
2. What are the advantages and disadvantages of a centralized training function?
3. Need assessment involves organization, person and task analyses. Which one of these analyses do you believe is the most important? Which is the least important? Why?
4. What learning conditions do you think is most necessary for learning to occur? Which is the least critical? Why?
5. Explain the Kirkpatrick Model of training evaluation?
6. Why would a company use a combination of face-to-face instruction and web-based training?
7. Explain what you believe are the advantages and disadvantages of creating a training consortium or partnership with other companies?

8. What are intangible assets? How are they linked to training and development?

Part C

(2 Q x 20 M= 40 Marks)

1. Consider three time periods (pre training, training, post training) and the three parties involved in the transfer of training (manager, trainer, and trainee). Construct a matrix showing what each party can do to facilitate transfer of training at each time period.

2. Mentoring is not always a positive experience

On the second day of his job, Bob was introduced to his mentor and shown his office His mentor was an electrical engineer who had been on the job before Bob was born. Bob's first interaction with his mentor involved the mentor showing him where the pens and paper were stored in supply cabinet. Over the next year, Bob did not have a chance to speak to his mentor. The only time he heard from him was when his manager told the mentor that he had chosen the wrong size parts for a circuit he was working on.

a) Is this a successful mentor relationship?
b) What steps should be taken by the company to make formal mentoring relationships are more successful?
c) How would you determine a formal mentoring program is successful? What would you measure?

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GAIN MORE KNOWLEDGE
REACH GREATER HEIGHTS

Max Marks: 80   Max Time: 2 Hours   Weightage: 20 %   **Set A**

MID TERM EXAMINATION

III Semester 2016-017   Course: MBA A 227 : TRAINING AND DEVELOPMENT   04 October 2016

Instructions:

i.   Part A consists of questions based on memory
ii. Part B consists of conceptual questions
iii. Part C consists of analytical and problem solving questions

Part A

10 Q X 2 M = 20 Marks

1. Define Training
2. Define Talent Management
3. Define Need Assessment?
4. Define the concept "Train the trainer"
5. Define Organizational Analysis
6. Define Cognitive Ability
7. Define Adult Learning theory
8. Define Goal Orientation
9. Define Rapid Need Assessment
10. Define Benchmarking

Part B

6 Q X 5 M = 30 Marks

1. What are the implications of aging workforce? What strategies should companies consider from a training and development perspective?
2. What do you think is the most important organizational characteristics that influences training? Why?
3. If you are going to use online technology to identify training needs for customer service representatives for a web based clothing company, what steps would you take to ensure that the technology was not threating to the employees?
4. What is Learning? What is Learned? Explain using any of the learning theories?
5. What is need assessment? What are the methods used in need assessment?
6. How do organizations link training and development to Business Strategy?

Part C

2 Q X 15 M = 30 Marks

1. Shering-Plough HealthCare Products Inc. decided several years ago to expand its product line by developing pocket-size sticks and sprays for Copperstone sunblocks, previously only available as lotions packaged in squeeze bottles. The company placed a strategic emphasis on developing market for this product. The company knew from market research studies that it Copperstone customers were already using the product in its original squeeze container to prevent sunburn. 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 products were repackaged to fit conveniently in consumer's pockets, purses, and gym bags.
    1. Identify the business. What training needs result from this strategy?
    2. What are the training implications of this decision for a) Manufacturing b) The sales force?
    3. What is human capital? How is human capital influencing the changing role of training from skill and knowledge acquisition to creating and sharing knowledge?

2. What is Human Capital? How is human capital influencing the changing role of training from skill and knowledge acquisition to creating and sharing knowledge?