III Semester M.B.A. Degree Examination, February 2017
(CBCS)
MANAGEMENT
Paper – 3.5.1 : Learning and Development

Time : 3 Hours   Max. Marks : 70

SECTION – A

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

1. Differentiate between training and learning.

2. What are the challenges to become learning organisations ?

3. Explain the adult learning principles.

4. Explain the measures of ROI on training.

5. State the methods of career planning.

6. Explain vestibule and sensitivity training methods.

7. Explain the leader centred techniques of management development.

SECTION – B

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

8. How do you determine the training needs of an industrial organisations ? Explain.

9. Describe John Keller's ARCS model during the design of the training programme.

10. Briefly enumerate any five methods available for measuring the outcome of training.

11. Distinguish between employee training and management development.

P.T.O.

SECTION – C
(Compulsory)

12. Case Study :   **(1×15=15)**

Rajat Sharma has been employed for six months in the accounts section of a large manufacturing company in Faridabad. You have been his supervisor for the past three months. Recently you have been asked by the management to find out the contributions of each employee in the accounts section and monitor carefully whether they are meeting the standards set by you.

A few days back you have completed your formal investigation and with the exception of Rajat, all seem to be meeting the targets set by you. Along with numerous errors, Rajat's work is characterised by low performance-often he does 20% less than the other clerks in the department.

As you look into Rajat's performance review sheets again, you begin to wonder whether some sort of remedial training is needed for people like him.

Questions :

1) As a supervisor, can you find out poor performance of one employee is due to lack of training ? Justify your answer.

2) How do you go about introducing a remedial training programme ? Explain.