

VPM's
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Programme: MMS (2013-15)
Third Semester Examination October/November 2014

MMS-III Subject	HR	Training and Development (TD 03)	
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages	2	Date	01.11.2014

Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.

Q1) 20 Marks (Compulsory)

WILL TEAMS WORK?

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

A TNA of middle and first level production managers was conducted. These managers were responsible for the operations 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 did not really understand the machinery and equipment and had never operated it. Most of them used a confrontational style in dealing with their subordinates, because they felt that if they took a gentler approach, the unionized workforce would take advantage of them. The managers were all selected on the basis of their high need to control their environment, strong desire to achieve, and willingness to work with others to get the job done. These traits still characterize this group of managers.

Questions:

- a) 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?
- b) What types of competencies should be developed in the management training? Give your rationale.
- c) What type of training should be used to provide the different competencies? How long will it take to provide his training? Give your rationale.
- d) What are the alternatives to management development? Do you think one of these alternatives should be used? Why or why not?

Attempt Any FOUR from the Remaining SIX Questions

Q2) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Describe the relationship between the HR and HRD functions in large organization. How might a small organization handle the responsibilities of these two areas?
- b) Explain various functions of HRD manager.
- c) What is the meaning of Human Resource Development? Explain in detail HRD Process Model.

Q3) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Define and provide example for each of the following:
 - i. Each of the three types of knowledge
 - ii. Each of the two levels of skills
 - iii. An Attitude
- b) What are the various challenges and opportunities for training in various organizations?
- c) "A business must interact with its environment". Explain in detail this statement with the help of systems perspective adopted in organizations.

Q4) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Explain Reinforcement Theory according to factors underlying individual performance.
- b) Describe Robert Gagne's 9 Events of Instruction.
- c) What conditions would suggest that a company should buy a training program from an outside vendor? Which would suggest that the firm should develop the program itself?

Q5) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Why should upper level managers be included in the needs assessment process?
- b) Explain with examples how to make training site and instruction conducive to learning environment?
- c) Describe with a help of a diagram the program design process.

Q6) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Discuss the key components of behavior modeling training.
- b) Explain the conditions for adventure learning to be effective.
- c) What are the strengths and weaknesses of each of the following designs: posttest-only, pretest/posttest with comparison group, and pretest/posttest only?

Q7) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Explain the importance of New Technology in Training with the help of various examples.
- b) Define the meaning and components of intelligent tutoring systems.
- c) What are the various assessment tools used for employee development. Explain in detail any two.