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**CRS 406**

**I Semester M.Com. (HRD) Degree Examination, December 2018  
(Choice Based Credit System)  
COMMERCE  
Employee Training and Development**

Time : 3 Hours

Max. Marks : 70

**SECTION – A**

Answer **any four** questions. **Each** question carries **10** marks. **(4×10=40)**

1. Briefly explain the Kirkpatrick approach of evaluating training in organisations and mention its merits.
2. Describe the role of recent developments and internet in particular, in training employees.
3. Define the term 'training and development'. Bring out a comparison among education, training and development.
4. Explain the various types of learning in organisations. Why leadership training is necessary in present day ?
5. Discuss the methods to perform training needs analysis at the individual and organizational levels.
6. Explain the functions of the National Council for Vocational Training and the challenges of education/workplace interface.
7. 'Training programmes are frequently the first items eliminated when management wants to cut costs'. Discuss its rationale with examples.

**P.T.O.**

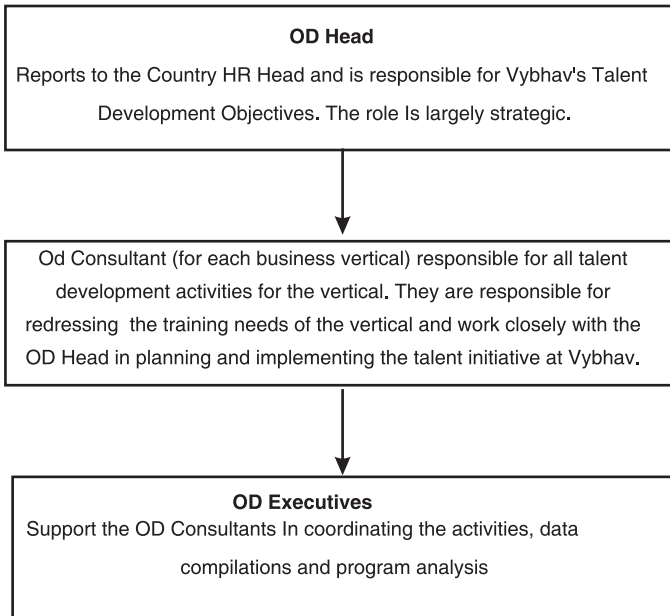


SECTION – B

Answer **any two** questions. **Each** question carries **15** marks. **(2×15=30)**

- 8. Elucidate the different methods and instructional approaches of training and development. Discuss the merits and demerits of different methods.
- 9. Why do organizations often overlook or lack proper evaluation of training and development programmes ? Discuss with examples.
- 10. The OD (Organisational Development) team at Vybhav is entrusted with the charter of growing and nurturing the talent. The structure of the OD team is simple and is illustrated below.

The training and development agenda of Vybhav is largely anchored around On-The-Job mode with a lot of onus of the training development initiative being lead by the people managers. Foremost, there is a very structured buddy system, for the first six months of an employee’s tenure at Vybhav. The same holds when an employee moves roles. The buddy system along with a suite of standard training programs hosted by external consultants and premier management institutions in the country make for an outsourced model for people development at Vybhav.





A day in the life of OD consultant Shika Jain begins with reviewing the up-coming programs per the training calendar that was drawn up at the beginning of the year after consolidating the training needs for the business unit. There are no more than five training days each month. Shika reviews the enrollment of employees on the on-line registration tool for the program and leaves instructions with her OD Executive, Pramila Rao, to follow up for nominations and other program arrangements.

Shika then spends the next couple of hours with the business leader of the unit, Sanjay Saini, reviewing the Personal Development Plan of each of his leaders. Today they need to finalise the implementation plan for the leaders and arrive at a detailed action plan considering the competency gaps identified, during the annual review that was completed in March.

Late in the day, Shika is scheduled for a call with Train Plan Inc, an international training company with whom they have signed a two-year contract for doing approximately 30 man-hours of live training sessions. There is a schedule for a two-day project management program next month. The feedback from the previous Project Management Program conducted five months ago had highlighted few areas for improvement, particularly the need for reinforcing with examples. The feedback on Day 2 facilitator was not up to the mark.

Shika also has a meeting scheduled with the HR team. This is a monthly meeting where they together review the succession planning exercise for the unit. Recently the OD team had deployed a new succession planning template with notes. The templates have been in-use for the recent 'Quarterly Talent Review, exercise that was completed last week. Shika would be taking feedback



on the template and the process that was provided by the OD team for the unit's Succession's Plan. She would also be sharing the framework proposed for the inter-unit job rotation program. During the last meeting the HR team had provided inputs on how this exercise can be approached and what its objective was. Since then Shika had spent time with the leaders and select key managers to understand their expectations from an internal job rotation program. Shika had presented the proposal to the India OD team. She had also studied about how other business go about this. It was agreed that all units would adhere to a central framework while they continue to customise to specific business unit requirements.

Question :

- 1) Do you think that Vybhav's emphasis on OJT is appropriate ? If not, what else Vybhav can do ?
  - 2) Differentiate between in house training and external training.
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