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MBAS 510



III Semester M.B.A. Degree Examination, April/May 2022

BUSINESS ADMINISTRATION

Learning and Development

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

Note : Answer to the question should **not** exceed **six** pages. **(1×15=15)**

1. "Training techniques must be subservient to the aims of the training sessions". In the background of this statement, explain in detail various methods and techniques used for Training.

SECTION – B

Note : Answer **any five** of the following questions. **Each** question carries **8** marks. Answer to the question should **not** exceed **five** pages. **(5×8=40)**

2. Discuss the process and significance of Training and Development.
3. Explain how training needs are determined.
4. Discuss the need and importance of competency based training programmes.
5. Explain in detail Keller's Arcs Model.
6. Examine various methods used for evaluation of training.
7. Briefly explain the various advantages of Management development.
8. Explain the various methods of Management development programme.

P.T.O.



SECTION – C
(Compulsory)

Note : Answer to the question should **not** exceed **six** pages.

(1×15=15)

9. (Case study)

When Sudhir became head of Spark Ltd., he set out to discover what people liked and did not like about working there. He realized that people remember how you make them feel, so he decided to focus on people and emphasize training and development. The results have been very positive, as 80% of employees say that their position in Spark Ltd. is good for personal growth, and 82% say their experience is good for their future. 73% find their work stimulating and 72% report that they are excited about the company's future. 73% find their work stimulating and 72% are excited about Spark Ltd.'s future. Sudhir is a reflection of the excellent leadership at Spark Ltd. which has earned an 80% approval rating from employees. Their confidence in senior management is also reflected in a survey that showed 69% of employees were not just motivated, but inspired, by Spark Ltd. senior partner and chief executive Raghuveer. When Spark Ltd.'s operations hit nearly \$ 4 billion in revenues, everyone received about a \$ 2,000 bonus and special gift cards on Diwali and an extra day off. Those were the good time. How, about the hard times ? During difficult times, Spark Ltd. needs to look at meeting different kinds of employee need. At the onset of the global recession in late 2008, Raghuveer actively provided regular voice mail updates on how the company was dealing with the crisis, another sign of excellent leadership. A recession is an opportune time for a company to explore creative ways to manage and lead people. Spark Ltd. experimented with reduced hours, unpaid furloughs, and lateral career moves. Crises are times in which to seek out new opportunities while being attentive to the dangers and pitfalls that are most often the focus. Going up the career ladder in hard times may be difficult, even impossible, but does this mean work becomes a dead end.

Questions :

- a) As an employee, what type of motivational method would you prefer, financial incentives, job flexibility, training and development, or something else ? Why ?
 - b) How training and development helps in enhancing employee motivation ?
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