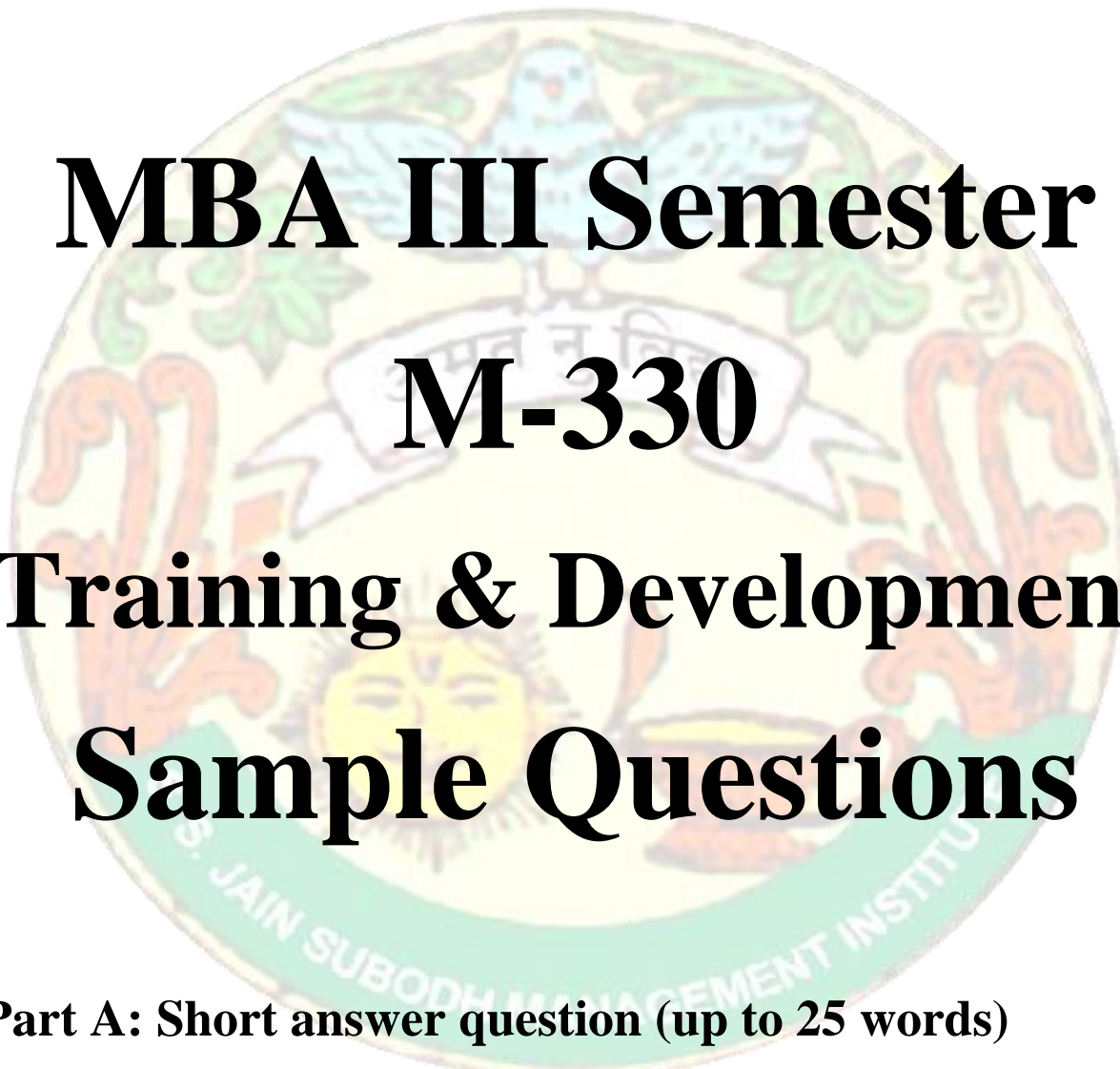


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**MBA III Semester**  
**M-330**  
**Training & Development**  
**Sample Questions**

**Part A: Short answer question (up to 25 words)**

**Part B: Analytical/ problem Solving questions**

**Part C: Descriptive/ Analytical/ Problem Solving/  
Case questions.**

## Part A: Short Answer questions

### Unit I: Introduction to Employee Learning and Development in Organizations

1. What is learning?
2. What do you mean by learned capabilities?
3. Name the mental processes involved in learning.
4. List the physical processes involved in learning.

### Unit II: Training

5. What do you mean by training?
6. What is strategic training?
7. What do you understand by training need assessment?
8. What is transfer of training?

### Unit III: Training Methods

9. Explain the concept of e-learning.
10. What do you mean by blended learning?
11. What is simulation?
12. What do you understand by hands-on methods?
13. List the important traditional training methods.
14. Name the various group building methods in training.
15. Explain the role of mobile technology in training.

### Unit IV: Evaluation of Training & Employee Development

16. What do you mean by employee development?
17. Why employee development is required in organizations?
18. How human capital is measured?
19. Give a brief about the costs incurred in training.
20. What are threats to validity?

### Unit V: Introduction to OD

21. What do you understand by the term 'Organization Development'?
22. Define OD.
23. Write any five characteristics of OD.
24. What is empowerment?
25. What do you mean by 'Participation'?
26. What are teams?
27. Explain parallel learning structures.
28. What is socio-technical system?

## **Unit VI: OD Components**

29. Name the components of OD process.
30. What do you mean by diagnosis?
31. What is third wave consulting?
32. Name the phases of OD programs.
33. What is meant by entry in OD process?
34. What do you understand by contracting?

## **Unit VII: OD Interventions**

35. Define OD intervention.
36. What are team building activities?
37. What is survey feedback?
38. What do you understand by cross-functional teams?
39. What is work redesign?
40. Why skill variety is needed?
41. What is task identity?
42. Differentiate between coaching and mentoring.
43. What is group facilitation?
44. What role do virtual teams play in groups?
45. Explain the concept of self-directed teams.
46. Why behavior modeling is considered as individual OD intervention?

## **Unit VIII: Future Trends in OD**

47. What is restructuring?
48. Name any five future trends in OD.
49. What is turnaround?
50. List any four restructuring methods.
51. Why restructuring is needed?
52. Write any four disadvantages of restructuring.

## **Part B: Analytical/Problem solving questions**

### **Unit I: Introduction to Employee Learning and Development in Organizations**

1. What do you mean by learning? Discuss the significance and characteristics of learning.
2. Write notes on: a) Learning through training b) Adult Learning (Andragogy)
3. How age influences learning? Explain with example.
4. Explain the concept and importance of learning cycle.
5. What are the forces that influence working and learning?
6. Compare and contrast any two of the following learning theories: expectancy theory, social learning theory, reinforcement theory, information processing theory.
7. What learning condition do you think is most necessary for learning to occur? Which is least critical? Why?

### **Unit II: Training**

8. 'Training is essentially a learning process.' In the light of this statement explain relationship between training and learning.
9. What is purpose of training need analysis? Is it always necessary?
10. Discuss how you would go about analyzing the future training needs of IT Company.
11. Elaborate the present training practices in Indian manufacturing sector.
12. How effective training can be designed?
13. Explain the process of training needs assessment.
14. Elucidate the concept of implementation of training programs.
15. Are learning and transfer of training related? Explain why or why not.
16. How might course design differ for baby boomers compared to Gen Xers?

### **Unit III: Training Methods**

17. What is simulation? Describe its advantages and disadvantages.
18. Write notes on: a) Blended Learning b) Mobile Technology and Training Methods
19. Explain the hands-on methods of training.
20. Discuss the group building methods of training.
21. Explain the role and significance of e-learning.
22. What are advantages and disadvantages of e-learning?
23. Explain the role of use of technology in training.
24. Suggest the ways of developing effective online learning.

### **Unit IV: Evaluation of Training & Employee Development**

25. What is the relationship among the four levels of evaluation of training?
26. What is the difference between cost/benefit evaluation and cost effectiveness evaluation? When would you use each and why?
27. Give an overview of the evaluation process.

28. What considerations are taken into account while choosing evaluation designs?
29. Explain the employee development planning process.
30. What are the special issues in training & employee development?
31. Discuss the reasons for evaluating training.
32. Write a note on measuring human capital and training activity.

### **Unit V: Introduction to OD**

33. Define organization development. Explain the characteristics and importance of OD.
34. Explain the concept of participation and empowerment. Are both same?
35. Write a note on foundations of organizational development.

### **Unit VI: OD Components**

36. Write a note on the components of organization development process.
37. 'Action research is a method that combines learning and doing.' Comment.
38. Explain action research model for organization development.
39. Write a note on program management component.

### **Unit VII: OD Interventions**

40. Write a note on group interventions.
41. Explain the Gestalt approach to team building.
42. Discuss the concept and significance of role negotiation technique.
43. What are intergroup team building interventions? Explain.
44. Elucidate the concept of third party peacemaking interventions.
45. Discuss the role and importance of confrontation meeting.
46. 'Comprehensive OD interventions are very much alive and visible in contemporary OD practice.' Why and how?
47. Write a note on: a) Quality Circles b) MBO
48. 'Behavior Modeling is a training technique designed to improve interpersonal competence.' Comment.
49. Explain the concept of T-training in OD.
50. Elucidate the various types of individual OD interventions.

### **Unit VIII: Future Trends in OD**

51. Give details about OD in global settings.
52. 'Enormous opportunity and potential exist for the OD movement in the future.' Elucidate.
53. Explain future directions in OD.

## Part C: Descriptive/ Analytical/ Problem Solving/ Case questions

### Unit I: Introduction to Employee Learning and Development in Organizations

1. 'Most behaviors are learned, some from the experience of self and some from the experience of others.' Discuss in context of this statement various theories of learning.
2. Describe the basic principles of learning in detail.
3. Explain the concept and classification of learned capabilities.
4. Discuss the learning process and the forces influencing working and learning.

### Unit II: Training

5. Explain the various steps involved in training design process.
6. What is strategic training? How does transfer of training and implementation of training take place?
7. Needs assessment involves organization, person, and task analyses. Which one of these analyses do you believe is most important? Which is least important? Why?
8. What new skills will trainers need to be successful in the future?
9. Assume that you have to prepare older employees with little computer experience to attend a training course on how to use the Internet. How will you ensure that they have high levels of readiness for training? How will you determine their readiness for training?

#### **Case: IBM Offers Training (and Pay Cuts) to Employees to Learn New Technologies**

Some employees in IBM's Global Technology Services group received e-mails from the company informing them that a recent evaluation had identified them as an employee who had not kept pace with acquiring the necessary skills and expertise needed to meet changing client needs, technology, and markets. As a result, IBM requires them to dedicate one day a week or up to twenty-three total days between October 2014 and March 2015 to focus on training. During this time, the employee will take a pay cut, receiving only 90 percent of their base salary. Once training is completed, salaries will be restored in full. Employees can either take the training or look for job opportunities within IBM that better match their current skill set. Employees have reacted negatively toward the program. Some feel the program with its pay cut is unfair because their work has received positive evaluations from their managers. Also, employees noted that all workers in their group were being assigned to the same training program regardless of their individual skill levels. A few employees believe that the training program is a cost-cutting exercise that is being presented as a training program. A spokesperson for IBM emphasized that the salary cut and retraining program was not standard practice across IBM, but affected only a few hundred employees in the U.S. technology services outsourcing business. The purpose of the program is to help employees develop key skills in areas such as cloud and mobile computing and advanced data analytics. Because the program can help employees in the long term to increase their billable hours with clients, IBM believes the salary cut is a co-investment cost shared by both the employees and the company. IBM calculated that it will lose one day of billing clients each week that the employees are in the training program, which matches the 20 percent of the compensation of the employees involved. So the 10 percent salary cut actually splits the difference.

Q1. Do you believe this program is strategic? Why or why not?

Q2. Should employees' salaries be reduced for the time they attend training programs? Provide a rationale for your answer.

Q3. What other ways might IBM convince the affected employees to update and gain new skills?

### Unit III: Training Methods

10. Describe the important traditional training methods in detail.

11. Explain the relationship between mobile technology and training method. Also discuss the systems for training delivery.

#### Case: Training Methods for Bank Tellers

BB&T Corporation, headquartered in Winston-Salem, North Carolina, is among the nation's top financial holding companies, with \$186 billion in assets. Its bank subsidiaries operate approximately 1,800 financial centers in twelve states and Washington, D.C. BB&T's operating strategy distinguishes it from other financial holding companies. BB&T's banking subsidiaries are organized as a group of community banks, each with a regional president, which allows decisions to be made locally, close to the client. This also makes BB&T's client service more responsive, reliable, and empathetic. Typical the bank tellers' tasks include:

- Balancing currency, coin, and checks in cash drawers at the end of each shift, and calculating daily transactions using computers, calculators, or adding machines
- Cashing checks and paying out money after verifying that signatures are correct, that written and numerical amounts agree, and that accounts have sufficient funds
- Receiving checks and cash for deposit, verifying amounts, and checking the accuracy of deposit slips
- Examining checks for endorsements and to verify other information such as dates, bank names, identification of the persons receiving payments, and the legality of the documents
- Entering customers' transactions into computers to record transactions and issue computer-generated receipts
- Counting currency, coins, and checks received, either by hand or using a currency-counting machine, to prepare them for deposit or shipment to branch banks or the Federal Reserve Bank
- Preparing and verifying cashier's checks
- Sorting and filing deposit slips and checks
- Ordering a supply of cash to meet daily needs
- Receiving and counting daily inventories of cash drafts and travelers' checks

Recently, Apple introduced Apple Pay, which allows customers to make credit card purchases or pay bills using contactless payment technology and unique security features. Customers can use their iPhones, Apple Watches, or iPads to make payments and purchases in a simple, secure, and private way.

Q1. Describe the methods or combination of methods you would recommend to train BB&T's tellers on ApplePay. Justify your choice of methods.

## **Unit IV: Evaluation of Training & Employee Development**

12. Define employee development. What strategies companies use for employee development? Explain.
13. 'Training is an investment.' Explain why and how so. Give examples of how return on investment (ROI) from training can be improved.
14. What is employee development? Describe main methods of employee development.
15. Give an overview of the evaluation process. Also discuss the evaluation practices and evaluation designs.
16. Explain the determination of ROI and costs in training evaluation.
17. What do threats to validity have to do with training evaluation? Identify internal and external threats to validity. Are internal and external threats similar? Explain.

### **Case: Developing Financial Planners at AMP**

AMP, an Australian-based financial services company, recognized that the greatest challenge to company growth was attracting and developing the best financial planners. As a result, AMP developed the Career Changer Program, a twelve-month learning program for individuals who desire to be financial advisors but lack financial experience. Aspiring financial planners participate in both online and face-to-face learning during the first ten weeks of the program. In the classroom, instructors provide knowledge about finance, financial products, and selling. Also, to enhance selling skills and customer service, learners engage in role-plays. The next nine months of the program include mentoring and on-the-job experiences. Learners work with financial planners in their practices, providing real advice to clients. During these nine months learners are provided with on-the-job coaching, professional development, and complete compliance training. After successfully completing the program, learners achieve the status allowing them to start their own join one of AMP's personal financial practices.

- Q1. What outcomes should AMP collect to determine the effectiveness of the Career Changer Program?
- Q2. What evaluation design should it use? Explain your choice of outcomes and design.

## **Unit V: Introduction to OD**

18. Write notes on: a) Teams & Teamwork b) Parallel Learning Structures c) Participation & Empowerment d) Characteristics of OD
19. 'Parallel learning structures, promotes innovation and change in large bureaucratic organizations while retaining the advantages of bureaucratic design.' Comment.
20. 'Organization development involves an ongoing, systematic, long-range process of driving organizational effectiveness, solving problems, and improving organizational performance.' Discuss.

## **Unit VI: OD Components**

21. What do you understand by the term diagnosis? Discuss the process of diagnosis.
22. 'All OD programs have three basic components: diagnosis, action and program management.' Explain.
23. Discuss the six-box model and its importance in organizational development.
24. Describe the phases of OD programs in detail.



## Unit VII: OD Interventions

25. Discuss the various organization development interventions in detail.
26. How can OD interventions be classified? Explain.
27. Throw light on the techniques and exercises used in team building.
28. What is force-field analysis? Discuss the steps involved in this analysis.
29. Describe the concept and process of Grid OD program.
30. Describe in detail the group OD interventions.

## Unit VIII: Future Trends in OD

31. Discuss the concept, reasons and types of restructuring.
32. 'Mergers and acquisitions interventions involve combining two or more organizations to achieve strategic and financial objectives.' Explain.
33. Elucidate the concept, advantages and process of organizational change.

### Case: Working at Home: A Bad Idea?

Yahoo's CEO Marissa Mayer decided as one part of her plan to revitalize the company that she wanted to end the company's work-from-home policy. In an internal memo from Yahoo's executive vice president of people and development, working at the office rather than at home was necessary because of the need for employees to communicate and collaborate and to reduce the chance that speed and quality would be diminished. Criticism of Yahoo's policy change focused on the message that not allowing home work sends to employees: We can't trust you to get the work done. Many employees want to work at home so companies are using working at home as a benefit that helps recruit and retain talented employees. Several studies have demonstrated benefits from working at home. Cisco Systems found that employees who could work remotely from home experienced an increase in their quality of life. This could result from reducing the hassles of commuting to work and allowing employees to better balance work and life responsibilities such as childcare, running errands, or dealing with a sick child, spouse, or family member. Another study showed that when employees of a Chinese travel agency were allowed to work from home, they were more productive, resulting in cost savings of \$2,000 per employee each year. Finally, a study found that office employees who work from home may work fifty-seven hours each week before they feel as if their work-life is out of balance, compared to thirty-eight hours for employees who work at their office.

Working at home also may have significant disadvantages. The disadvantages include employees taking advantage of the policy to extend their weekends by not working in the office on Fridays or Mondays, and loss of the potential benefit from having face-to-face interactions with colleagues that are useful for sharing knowledge and generating creative solutions to product or service problems.

Being in the office is especially important today because many jobs require close collaboration with peers or working on team projects. Also, unplanned personal interactions occurring at the office can lead to new ideas or working relationships. The biggest problems for employees working from home is overcoming other employees' and managers' perceptions that they are not as productive as they could be, that they lack focus, and that they lose "face-time," which leads to fewer opportunities for promotions.

### Questions

Q1. Do you think that companies should have a policy that allows all employees to work at home? Why or why not? How would you determine which jobs are best suited for working at home?

Q2. What role can technology play in allowing employees to work at home? Do you believe that interaction using technology can replace interpersonal face-to-face interaction between employees or between employees and their manager?

Q3. Some employees don't take advantage of flexible work options such as working at home because they believe it hurts their career. Why might they feel this way?

