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Roll No. _____

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M.B.A. Second Year (4th Semester)

Examination, 2015

Training and Development

Paper No. : 407-B

Time Allowed : Three Hours]

[Maximum Marks : 75

Note : Attempt **all** questions. **All** questions carry equal marks.

Unit-I

1. Why is it necessary to link training and development activities to the achievement of organization's strategic business objectives?

OR

Discuss the various areas of training in detail.
Discuss the role of reinforcement in learning.

Unit-II

2. Diagrammatically present the process of training and development and explain it in detail.

OR

What can be done long before the trainee attends training to ensure that the trainee will be motivated to learn?

Unit-III

3. Highlight the transition which has taken place

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in Indian society from industrial to information environment. Discuss with examples the work behaviour which has undergone change before and after the information technology revolutions.

OR

Explain how you would apply principles of andragogy in developing training programming?

Unit-IV

Hindustan Engineering Company was established in 1945 in the Eastern part of India. Its aim was to make high quality engineering products which were then imported. Today over 50000 shareholders own this professionally managed company. HEC has two units - The East Unit and The West unit, each headed by a general manager, who are in the company's board of directors as executive directors. The two units are encouraged to be independent of each other and as self-sufficient as possible, even though the products turned out by them are fairly similar in nature.

Each unit follows its own personnel policies and practices. For example, transfer of employees from one unit to another is generally not encouraged. Salary scales of the employees of two units are different and so are recruitment policies. Promotion policy for non-bargainable cadre is almost non-existent. This is because company's top management wants flexibility. Philosophy seems to be "to give everybody an

equal opportunity to be unequal". Even senior officers generally get a promotion in 3 to 7 years and seniority is considered upto middle level management promotions. Within each unit there is a lot of decentralization of powers and the mover is to have more decentralization in future.

The East Unit of HEC, the local of this case has following characteristics :

1. The major manufacturing division of this unit are five. Each division is sub-divided into several departments. Each division is headed by a divisional manager who runs his division with complete authority.
2. It is the policy of this unit, even though there is nothing as such in writing, to consider promotion on the basis of "Seniority-cum-suitability". However, seniority listing is department wise and not division or unit or even company wise.
3. If he wishes the divisional manager can advertise and through an interview fill the post. Seniority is not a factor in selection through these interviews. As a rule, first the position is advertised within the company and only if there are no suitable internal candidate, a nationwide advertisement in the leading newspaper is placed. However, for all outside advertisement, general manager's approval is needed.
4. Although there are clear job specifications,

an internal candidate can get promoted to higher level even if he falls short of these specification provided he is recommended on the basis of interview, by the screening committee. The committee consists of representatives of general manager, assistant general manager (HRD) and the concerned divisional manager.

5. Promotion is not the only form of reward in the East Unit of HEC. A divisional manager can give lump-sum award either equivalent to a one and a half month's basic salary or a maximum of triple increment to an employee. For this an annual budget is allotted. Generally it is seen that upto 10% of junior managerial grade employees get reward each year through this individual reward system.
6. The general manager of the East Unit of HEC is a young US educated person. He seems to have a genuine desire to help the employees, in any way he can. In fact, the employees know that in times of trouble they can always approach him and get an earnest hearing. He believes the development of human talent and often quotes alfred Sloan's statement "an organization is as good as the man who help to run it".
7. In HEC, there is no officers association. Company would not like "associations" to

be formed at staff managerial levels. At the workers level there is, as is to be expected, an UNION. And they do have some say in framing of policies pertaining to workmen.

The general manager of East Unit passed on the following letter to assistant general manager (HRD). He had received this letter from Mr. Roy, Senior Draughtsman, Grade-1 working in the design procurement section of Maintenance Department of the Foundry Division. the letter has come in response to the birthday greeting that he had sent to Mr. Roy..

Dear Mr.

Thank you for your greeting letter on the occasion of my birthday. For the grace of God you are at a very high altitude of prosperity and yet I have not faded away from your vision. This bears the testimony of your great heart. I pray to God to see you on still higher position in the years to come.

Today I like to tell you a few words and hope for a little help. I have been in the department for the last 13 years. Until this time, I did get neither any benefit nor any scope of look for the future. Moreover, I am at the last stage of my grade. My sincerity in work is beyond any question.

After giving sincere service I also passed mechanical engineering (8 years course). I do not know what more eligibility the department wants

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to place me in a little higher position. My sincerity and honest efforts have been downtrodden. I have been overthrown in extreme darkness from where no light is visible to be inspired. It is my SOS to you. Would you please help with some light signal in this distress condition?

Awaiting for a reply and thanking your.

Sincerely yours,

Sd/-H.G. roy

Senior Draughtsman, Gr.1

NB :

1. Mr. Roy joined the company in April, 1955 as senior Draughtsman. He was subsequently re-designated as Sr. Draughtsman Grade-I in 1972. Mr. Roy has passed Draughtsmanship (Mech.) from ITI, Calcutta in 1956. He has also completed 8 years' Mechanical Engineering course in 1977. Two Senior Draughtsman, Grade-I senior to Mr. Roy have been promoted as Juion engineer during the last year. Mr. Roy is presently second in seniority as Sr. Draughtsman Grade I in the department.
2. Background information of Sr. Draughtsman and Junior Engineers in Design and Procurement department of foundry maintenance :

Name	Age	No.	Education	No.	Experience	Serv-ice Yrs.
U Ram	46	1	Matricu-lation	1	Rhota Indutries for 5years	16
		2	Diploma in Draughts-manship (ITI 1956)	2	HEC Draug htsman Gr.-II	
		3	Diploma in Fine Arts & Civil Planning (from School of Arts & Crafts Patana in 1955)	3	HEC Sr. Draug htsman, Grade-1	
				4	HEC Junior Engineer	
SK Chatter-jee	46	1	School Final (1953)	1	Sugar Machinery Manufacturing Div. and in BICC for 3 years	16
		2	5 years appr-enticeship Course (BHU Engineering College (1958)	2	HEC Draugh- tsman Grade-1	
				3	HEC Sr. Draugh- tsman Grade-I	
				4	HEC Junior Engineer	
SN Datta	48	1	Matriculation (1952)	1	Mining and Design Bureau, Bhilai, 6 Years	16
		2	Studied upto ISC	2	HEC Sr. Draughts man, Grade-I	

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		3	Diploma in Draughtsmanship (ITI)			
HG Roy	46	1	Matriculation	1	Railway Drawing Office 8 years	13
		2	Studied upto ISC	2	HEC Sr. Draughtsman Grade-I	
		3	Diploma in Draughtsmanship			
		4	Mechanical Engineering (8years course 1977)			
NM Bose	45	1	Matriculation	1	Sraithwaits 6 years	13
		2	Studied upto ISC	2	HEC Sr. Draughtsman Grade-I	
		3	Diploma in Draughtsmanship			

Question :

1. Give a suitable reply to Mr. Roy.
2. What training, coaching and counselling is required to help Mr. Roy?
3. What limitations you find in performance management system of HEC?
4. How do you justify current job position held by Mr. Roy in the company?
5. What could have Mr. Roy learnt at the start of his career with HEC that would have saved him from this distress?