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M.B.A. Second Year 4th Semester

Examination, 2009

TRAINING AND DEVELOPMENT

Paper : No 407 B

Time Allowed : Three Hours] [Maximum Marks : 75

Note : Attempt all questions. Question No 1 to 3 is of 15 marks each. Question No. 4 is carrying 30 marks.

Unit - I

1. "A well-thought-out orientation programme is essential for all new employees, whether they have experience or not." Explain why you agree or disagree with this statement.

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OR

Discuss the role of reinforcement in learning. Is the use of negative reinforcement sufficient to change behaviour? Discuss. Cite examples.

Unit-II

2. Explain how you would apply principles of learning in developing a lecture, say, on orientation and training.

OR

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

Unit – III

3. One reason for implementing global training programme is the need to avoid business losses "due to cultural insensitivity." What sort of cultural insensitivity do you think is referred to, and how might that translate into lost business? What sort of training programme would you recommend to avoid such

cultural insensitivity?

OR

Highlight the transition which has taken place 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.

Unit – IV

4. Jennifer Carter, president of the Carter Cleaning Centers, and her father have what the latter describes as an easy but hard job when it comes to screening job applicants. It is easy because of two important jobs—the people who actually do the pressing and those who do the cleaning spotting—the applicants are easily screened with about 20 minutes of on-the-job testing. As with typists, as Jennifer points out, "applicants either know how to press clothes fast enough or how to use cleaning chemicals and

machines, or they don't, and we find out very quickly by just trying them out on the job." On the other hand, applicant screening for the stores can also be frustratingly hard because of the nature of some of the other qualities that Jennifer would like to screen for. Two of the most critical problems facing her company are employee turnover and employee honesty. Jennifer and her father sorely need to implement practices that will reduce the rate of employee turnover. If there is a way to do this through employee testing and screening techniques, Jennifer would like to know about it because of the management time and money that are now being wasted by the never-ending need to recruit and hire new employees. Of even greater concern to Jennifer and her father is the need to institute new practices to screen out those employees who may be predisposed to steal from the company.

Employee theft is an enormous problem for the Carter Cleaning Centers, and one that is not just limited to employees who handle the cash. For example, the cleaner-spotter and/or the presser often open the store themselves, without a manager present, to get the day's work started, and it is not unusual to have one or more of these people steal supplies, or "run a route." Running a route means that an employee canvasses his or her neighborhood to pick up people's clothes for cleaning and then secretly cleans and presses them in the Carter store, using the company's supplies, gas, and power. It would also not be unusual for an unsupervised person (or his or her supervisor, for that matter) to accept a one-hour rush order for cleaning or laundering, quickly clean and press the item, and return it to the customer for payment without making out a proper ticket for the item posting the sale. The money, of course, goes

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into the worker's pocket instead of into the cash register.

The more serious problem concerns the store manager and the counter workers who actually have to handle the cash. According to Jack Carter, "you would not believe the creativity employees use to get around the management controls we set up to cut down on employee theft." As one extreme example of this felonious creativity, Jack tells the following story :
"To cut down on the amount of money my employees were stealing, I had a small sign painted and placed in front of all our cash registers. The sign said : YOUR ENTIRE ORDER FREE IF WE DON'T GIVE YOU A CASH REGISTER RECEIPT WHEN YOU PAY. CALL 552-0235. It was my intention with this sign to force all our cash-handling employees to place their receipts into the cash register where they would be recorded for my accountants. After all, if all the cash that comes

in is recorded in the cash register, then we should have a much better handle on stealing in our stores, right? Well, one of our managers found a diabolical way around this. I came into the store one night and noticed that the cash register this particular manager was using just didn't look right, although the sign was dutifully placed in front of it. It turned out that every afternoon at about 5:00 P.M. when the other employees left, this character would pull his own cash register out of a box that he hid underneath our supplies. Customers coming in would notice the sign and of course the fact that he was meticulous in ringing up every sale. But unknown to them and us, for about five months the sales that came in for about an hour every day went into his cash register, not mine. It took us that long to figure out where our cash for that store was going."

At the present time the Carter Cleaning Centers

have no formal orientation or training policies or procedures, and Jennifer believes this is one reason why the standards to which she and her father would like employees to adhere are generally not followed. The Carters would prefer that certain practices and procedures be used in dealing with the customers at the front counters. For example, all customers should be greeted with what Jack refers to as a "big hello." Garments they drop off should immediately be inspected for any damage or unusual stains so these can be brought to the customer's attention, lest the customer later return to pick up the garment and erroneously blame the store. The garments are then supposed to be immediately placed together in a nylon sack to separate them from other customers' garments. The ticket also has to be carefully written up, with the customer's name and telephone number and the date precisely and clearly noted on all copies.

The counterperson is also supposed to take the opportunity to try to sell the customer additional services such as waterproofing, or simply notify the customer that "Now that people are doing their spring cleaning, we're having a special on drapery cleaning all this month." Finally, as the customer leaves, the counterperson is supposed to make a courteous comment like "Have a nice day" or "Drive safely." Each of the other jobs in the stores—pressing, cleaning and spotting, periodically maintaining the coin laundry equipment, and so forth—similarly contain certain steps, procedures, and most important, standards the Carters would prefer to see upheld.

The company has had problems, Jennifer feels, because of a lack of adequate employee training and orientation. For example, two new employees became very upset last month when they discovered that they were not paid at the end of the week, on Friday, but

instead were paid (as are all Carter employees) on the following Tuesday. The Carters use the extra two days in part to give them time to obtain everyone's hours and compute their pay. The other reason they do it, according to Jack, is that "frankly, when we stay a few days behind in paying employees it helps to ensure that they at least give us a few days' notice before quitting on us. While we are certainly obligated to pay them anything they earn, we find that psychologically they seem to be less likely to just walk out on us Friday evening and not show up Monday morning if they still haven't gotten their pay from the previous week. This way they at least give us a few days' notice so we can find a replacement."

Other matters that could be covered during orientation and training, says Jennifer, include company policy regarding paid holidays, lateness and absences, health and hospitalization benefits (there

are none, other than workers' compensation), and general matters like the maintenance of a clean and safe work area, personal appearance and cleanliness, time sheets, personal telephone calls and mail, company policies regarding matters like substance abuse, and eating or smoking on the job (both forbidden).

Jennifer believes that implementing orientation and training programs would help to ensure that employees know how to do their jobs the right way. And she and her father further believe that it is only when employees understand the right way to do their jobs that there is any hope their jobs will in fact be accomplished the way the Carters want them to be accomplished. Here is what Jennifer would like you to answer :

Questions –

1. What would be the advantages and

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disadvantages to Jennifer's company of routinely administering honesty tests to all its employees?

2. Specifically, what other screening techniques could the company use to screen out theft-prone and turnover-prone employees, and how exactly could these be used?
3. Specifically what should the Carters cover in their new employee orientation program and how should they convey this information?
4. Which specific training techniques should Jennifer use to train her pressers, her cleaner-spotters, her managers, and her counter people, and why?