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QP-67001.

**ANSWER KEY TRAINING AND DEVELOPMENT Subject Code 78519**

Q1 A) FILL IN THE BLANKS. (ANY EIGHT)

1. Incident Method
2. Training
3. Organization Analysis
4. Stereotyping
5. Knowledge Management.
6. BARS
7. Service rating.
8. Responsibility
9. Human performance Improvement
10. Organization Development.

Q1 B) Match the following. (ANY SEVEN)

1-4,2-3,3-5,4-6,5-7,6-8,7-2,8-9,9-10,10-1

Q2) ANSWER THE FOLLOWING.(15 Marks)

a) **ON-THE-JOB METHODS OF TRAINING**

- Any 7 to 8 Methods students can write.

b) **Features & Objectives of training:**

Training is to help the organisation to achieve the objectives by adding value to human resources. The following are the features of training:

- 1) Determining the training needs Assessment
- 2) Identify and communicate purpose, objectives and outcome.
- 3) Relevant content.
- 4) Active demonstration
- 5) Opportunities for practice
- 6) Regular feedback during training.
- 7) Post training Environment.

The training objectives are formulated in line with the company's goals and objectives. The following are the objectives:

- 1) Culture of the company
- 2) Training employees
- 3) Increase efficiency
- 4) Succession planning
- 5) Developing Quality
- 6) Test performance
- 7) Job satisfaction

**OR**

c) **STEPS FOR TRAINING NEED ASSESSMENT.**

- Introduction
- Process

2

1. Identify training needs.
  2. Establish specific objectives.
  3. Select appropriate methods.
  4. Implement programs.
  5. Evaluate program.
  6. feedback.
- Conclusion

**d) EFFECTIVE TRAINING PROGRAMME.**

7 Marks

- Defining the purpose of the training and development and the target audience.
- Determining participants needs.
- Defining the training goals and objectives.
- Outlining the training content.
- Developing instructional activities.
- Preparing the written training and development program design.
- Preparing participants evaluation forms.
- Determine the follow-up activities of the event.

**Q3) ANSWER THE FOLLOWING (15 Marks)**

**a) Importance of Development**

- Introduction
- 1. Organizational change.
- 2. Growth.
- 3. Work processes.
- 4. Product innovation.

**Need for OD**

- 1) Human Resources
- 2) Workplace culture and climate
- 3) Accelerate pace of change
- 4) Create awareness
- 5) Create supportive values
- 6) Increase knowledge and skills
- 7) Encourage people to solve problems

**b) Career Development Cycle**

- Five stages.
- 1. Exploratory stage.
- 2. Establishment stage.
- 3. Maintenance stage.
- 4. Late career stage.
- 5. Stage of Decline.

OR

**c) Meaning of counselling.**

**Do's and Don'ts for Effective counselling.**

- **DO'S**
- Good relationship with counselee

3

- Mutual understanding.
- Be patient
- Cooperative attitude
- Have sympathy with counselee.
- Be friendly.

**DON'TS**

- Not to develop conflict with counselee
- Not to be angry with counselee
- Don't resist
- Avoid being biased
- Do not use pressure tactics.

**d) Meaning of SUCCESSION PLANNING.**

- Introduction.
- Write purpose for succession planning.

**Q4) ANSWER THE FOLLOWING(15 Marks)**

**a) Traditional methods of Performance Appraisal.**

- Ranking method.
- Grading method.
- Rating scales.
- Checklist.
- Force choice method.
- Critical incidents methods.
- Field review method
- Essay method.
- Confidential records.

**b) Introduction for Knowledge Management, Definition**

- KM Consists of following elements
- 1. Documents storage
- 2. Publishing Knowhow
- 3. People Discovery.
- 4. Messaging & Discussions.

KM is not information management, data warehousing, data mining, ERM, CRM,BPM,IT.

OR

**c) Measuring Talent Management**

- Definition
- Five talent metrics
- 1. High potential talent.
- 2. Candidate reactions.
- 3. Employee engagement and retention.
- 4. External hiring versus internal.
- 5. High performer turnover rate.

9

**d) Guideline to Make MBO successful.**

**Introduction.**

- Top management support and commitment.
- The objectives should be clearly formulated, should be realistic and achievable.
- MBO should be on overall philosophy of management.
- The goals must be continuously reviewed and modified.
- All personnel involved should be given formal training in understanding the basics as well as the contents of programme.
- Management by Objective (MBO) system is a major undertaking based upon sound organizational and psychological principles.

**Q5 Write Short Notes On: (Any 3)**

(15)

**1) 360 Degree Appraisal**

- Introduction
- Advantages and disadvantages

**2) Importance of Management Development. Management development is important to businesses who want to take a proactive approach to growth. Training opportunities increase employee retention and motivate employees, resulting in a knowledge and driven workforce. According to Edwin Flippo, "No organisation has a choice of whether to develop employees or not, the only choice is that of method." The need for management development is well accepted in the present business, which is fast changing due to technological and social developments.**

Following points stresses the importance of MDP :

- Competition for talent that is capable of development
- The continuous growth & development of business
- Increasing complexity of business
- Probable, continued, unsettled, political, & social conditions-Both domestic and foreign that adds to the demands of the managers
- The need to press for continually improving performance despite these complicating factors.
- The need to compress the time taken for the manager to become fully competent

**3) Ethics of performance Appraisal.**

1. Rewards, punishments, treats
2. Reliability and validity
3. Standardization
4. Rater bias
5. Training and appraisers
6. Inconsistency in comparison
7. Confidentiality.

**4) Global Talent Management.**

- Future oriented
- High performing individuals
- Strategic jobs

- Subset of strategic human resource management.
- ❖ Major drivers of global talent management include
  - Shortage of talented workers
  - Changing demographics
  - Changing attitudes towards work and structure of work
  - Country culture difference.

**5) Human Performance Improvement.**

- Introduction.
- Process/Steps
  1. Business analysis
  2. Performance analysis
  3. Data collection
  4. Cause analysis
  5. Intervention selection
  6. Intervention implementation
  7. Evaluation.

Conclusion or Diagram

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