U.S.N ☐☐☐☐☐☐☐☐☐☐

P.E.S. College of Engineering, Mandya - 571 401
(An Autonomous Institution affiliated to VTU, Belagavi)
Fourth Semester - Master of Business Administration (MBA)
Semester End Examination; Aug. / Sep. - 2020
Training and Development

Time: 3 hrs   Max. Marks: 100

Note: i) Answer any ONE full question among Q.1 and Q.2 in PART - A.
ii) Answer any THREE full questions among Q.3 to Q.8 in PART - A.
iii) Q.9 in PART - B (Case Study) is compulsory.

PART - A

1 a.	Explain the objectives of Training.	10
b.	Discuss the methods through which Training needs are identified.	10

OR

2 a.	Discuss different approaches of TNA.	10
b.	Explain the triggers for Training.	10
3 a.	Explain important considerations while designing a Training program.	10
b.	Explain the type of costs involved in Training programs.	10
4 a.	Discuss Gagne-Briggs theory.	10
b.	Discuss Kolb's learning cycle.	10
5 a.	Distinguish between off-job and on-job Training. Explain any two approaches in Training.	10
b.	How case study useful in training program? Explain its advantages and disadvantages.	10
6 a.	Discuss In-Basket exercise method. Mention its advantages and disadvantages.	10
b.	How Dynamic media helps in Training? Mention its advantages and disadvantages.	10
7 a.	Explain the tips for trainers for effective implementation.	10
b.	Discuss Giley's model of trainer's style.	10
8 a.	Why increased demand for training for virtual work arrangements? Discuss.	10
b.	Discuss trainer's roles in Training program.	10

PART - B (Case study - Compulsory)

9. It was Monday morning and Aditya Sinha (Sinha) was in the conference room. Discussing the new employee compensation program for team leaders and call center executives of Pune-based BPO, Excel Networks. Sinha was the HR Manager and managed a 3700 strong team comprising young and ambitious graduates, just out of college. The meeting was attended by HR directors of all the business units of Excel. However, a few members of the HR council disagreed with the new proposal and wanted it to be discussed at another session.

Sinha then left for another meeting, this time with new recruits. He briefly addressed the 50-odd group about the basic features and the functions of the organization and introduced them to the new financial services project they were supposed to work on.

Excel promoted an open and transparent culture that invited employee participation. Quarterly meeting were a must and at these, call center agents openly discussed the pros and cons of the existing organizational system, and put forth the problem they encountered, with the objective of seeking a solution. Employee also suggested better ways of doing their routine jobs and Sinha promptly accepted valid suggestions.

Once in a while, Sinha stayed back for the night in the office to oversee the performance of call center agents working on the night shift. He utilized this opportunity to interact with the agents and to solve their problems, if any. Sinha also went to the extent of personally resolving employee grievances in order to make the employees realize how keen he was to help the resolve their problem.

Excel believed in having open channels of communication. Any important organizational information was directly communicated by the top management to employees at the lowest level in the organization. When the controversial law-was passed in the US, placing restrictions on the extent of operations that could be outsourced to developing countries such as India, both Sinha and the CEO, Kunal Aggarwal, personally addressed the employees at Excel and cleared their apprehensions regarding their future in the company, stating that since the law was confined to projects headed by the US government, only small portion of their business would be affected. This helped allay the employees fear.

Excel offered its employees a variety of facilities like transportation and food and thus catered to their basic needs. Other features like an informal work environment, a well-equipped cafeteria, music at the work station etc., were also provided to ensure 'fun-at-work.' The agents, as Sinha put it, had to deal with a variety of uncomfortable factors like working at late hours, the monotonous nature of the job, difficult and irate customers etc. Any of these factors could de-motivate an employee. Therefore, care was taken to ensure complete employee satisfaction, thereby, keeping the employee turnover low. While the industry average is 40%, Sinha's efforts have helped keep employee turnover at Excel Networks at a low of 25%.

Questions:

a. "The attrition rate at Excel Networks was at low as 25%, while the average in the industry was at 40%." Discuss the factors that contributed to the low employee turnover at Excel.   10

b. "The open channels of communication at Excel helped the apprehensions of its agents regarding their survival in the organization." Bring out the importance advantages of the open communication channel at Excel.   10

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