

SYBMS (HR)

415118

T & D in HRM

Q.P. Code: 35698

2 to 4.30 Duration: 2.5 Hours

Marks: 75

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NOTE: All questions are compulsory.
Figures to the Right indicate full marks

70

Q1. (a) Fill in the blanks. (Any 8) (8Marks)

1. The supervisors and management may make _____ request for setting training programmes. (Specific/ general/ vague)
2. Performance standard should be identified to achieve the _____ of the organisation. (Objectives/ Purpose/ Vision)
3. The aim of _____ is to ensure that, rather than simply subjecting people to adhoc activities, they should have access to a structured development programme that is geared towards them reaching certain capability levels. (T&D analysis/ People analysis/ Role Analysis)
4. Listen to the _____ carefully. (Grievances / Appreciations / Decisions)
5. Coaching is different from _____. (Counselling / Training / Lecture)
6. In _____ a situation / environment is created which closely represents the actual job situation. (Simulation / Sensitivity training / Critical incident)
7. _____ is a simple and economical method. (In basket exercises / Coaching/ Simulation)
8. _____ is the process of collecting, analysing and reporting information regarding the performance of an individual, group, organisation, system or component. (Performance management/ Career management / Performance appraisal)
9. _____ employees are upwardly mobile in organisations and supported by powerful coalitions or individuals within the organisation. (Stars / Lone wolves / Corporate citizens)
10. _____ is also called as full circle appraisal. (Management by Objectives / 360 degree appraisal / Team appraisal)

Q1(b) True or False :(Any 07) (07Marks)

1. Seminar is off the job training method.
2. Task analysis is a second step in training needs assessment.
3. Human skills play an important role in sustaining a healthy working environment and developing good interpersonnel relations.
4. The best solution at exploratory stage is to allow the new entrant perform some specific job and to confer freedom in functioning.
5. Directive counselling is the process of skillfully listening and encouraging a counselling to explain troublesome problems, understand them and determine appropriate solutions.
6. In coaching, the trainee is placed under a particular supervisor who acts as an instructor and teaches job knowledge and skills to the trainee.
7. Organisation Development programmes can be designed considering such issues like employees motivation, habit, age, pattern of conflict.

8. Lone wolves are workaholics.
9. Performance appraisal may become invalid because of the rater dislikes an employee.
10. Top management support and commitment is not important for improving the effectiveness of MBO.

Q.2. Answer the Following

- (a) Explain the methods of assessment of training needs. What are the steps involved in making the Training programme effective. **(15 Marks)**

OR

- (b) Define the concept of Training. Discuss the features and objectives of Training. **(15 Marks)**

Q.3. Answer the Following

- (a) Explain the Career development cycle with diagram. Illustrate with example the model of planned Self development. **(15 Marks)**

OR

- (b) What is Succession planning. Explain in detail the steps in Succession Planning? **(15 Marks)**

Q.4. Answer the Following

- (a) Explain the concept of Management Development Programme and Discuss the various objectives and characteristics of Management Development Programme? **(15 Marks)**

OR

- (b) Explain the various methods of Management Development Programme? **(15 Marks)**

Q.5) Write short notes on: (any 3) **(15 Marks)**

- a) Performance Measurement Appraisals
- b) Global talent management
- c) Performance Measurement Pitfalls
- d) Ethics of appraisals
- e) MBO
