

3M3022

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**3M3022**

**M. B. A. III Sem. (Main/Back) Exam., Jan. 2016**  
**M-330 Training & Organisational Development**  
**(Major-I)**

**Time: 3 Hours**

**Maximum Marks: 70**

**Min. Passing Marks: 28**

*Instructions to Candidates:*

- (i) *The question paper is divided in two sections.*
- (ii) *There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study / application based question which is compulsory.*
- (iii) *All questions carry equal marks.*

1. NIL

2. NIL

**SECTION-A**

- Q.1 (a) What do you understand by Training? Distinguish between Training, Education and development. [7]  
(b) How will you identify the Training need of an organization? [7]
- Q.2 (a) Explain the various on the Job Training Methods. [10+4=14]  
(b) What is Training Design?
- Q.3 (a) How would you Evaluate the Training Process? Explain. [7]  
(b) What do you understand by Employee Development? [7]
- Q.4 (a) Discuss the foundation of Organisation Development [7]  
(b) Explain the characteristics of OD? [7]
- Q.5 Elaborate the process of OD in your own language. [14]
- Q.6 Write short note on:- [14]  
(a) Behavioral Modeling and Mentoring  
(b) Conflict Management  
(c) Team building and Virtual Teams.

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## SECTION-B

### Q.7 Case Study

Mr. Nitin Desai completed his chemical engineering in the year 1984 and decided to be an entrepreneur. He set up his own specialty chemical plant in Ahmedabad. He supplied the specialty chemicals for the manufacturing of glass, paint, electricity wires and wads.

With his expertise and experience, he grew fast and set up units over India. He now had nine plants and a staff of two hundred and fifty people.

Indian economy was in the high growth very phase and therefore foreign companies and investors were showing great interest in India. Mr. Desai was also approached by Whirl Pont, a well-know American-based company which wanted to foray into specialty chemicals. They were interested in specialty chemicals for fragrances which Mr. Desai does not manufacture as of now but can do so with minor changes in the plant.

Since Mr. Desai does not understand any details of financial transactions, the laws involved, tax implications etc, he employs merchant bankers, lawyers and bankers to help him with the joint-venture.

The first suggestion his advisors (merchant bankers) give him is that is he must form a core management team to take decisions rather than being owner-driven now. Mr. Desai is very reluctant in doing so but does appoint Managing Director, a Chief Operating Officer and a Chief Financial Officer.

The suggestion to appoint a new Human Resource Officer falls on deaf ears. Mr. Desai thinks that his people are very happy with him and he enjoys personal rapport with most of them since he recruited most of his staff personally. Mr. Desai is very confident of handing the people issues of the joint-venture himself but the Managing Director, Chief Operating Officer and the Chief Financial Officer emphasize the importance of the Human Resource Manager.

- (a) If you are appointed as the Human Resource Manager, what kind of training do you think the staff of Mr. Desai's organization require to face the new joint-venture. [7]
- (b) What human resource problems do you foresee if the joint-venture fails? [7]