



Biyani Institute of Science and Management
I Internal Examination 2019-20
MBA (III Semester)
Subject- Training and Development (M 330)



Time: 1.30 Hrs.

Set: B

MM: 30

[I] Subjective Questions (Attempt any two questions)

(2*10=20)

1) Explain learning theories in detail

Ans.: Learning is the individual growth of the person as a result of cooperative interaction with others. It is the advancement of understanding that enables the learner to function better in their environment, improve and adapt behaviors, create and maintain healthy relationships, and achieve personal success. Learning has taken a place if an individual behaves, reacts, and responds taken from other as a result of experiences change in a behavior or formerly behave.

Learning Theories include:

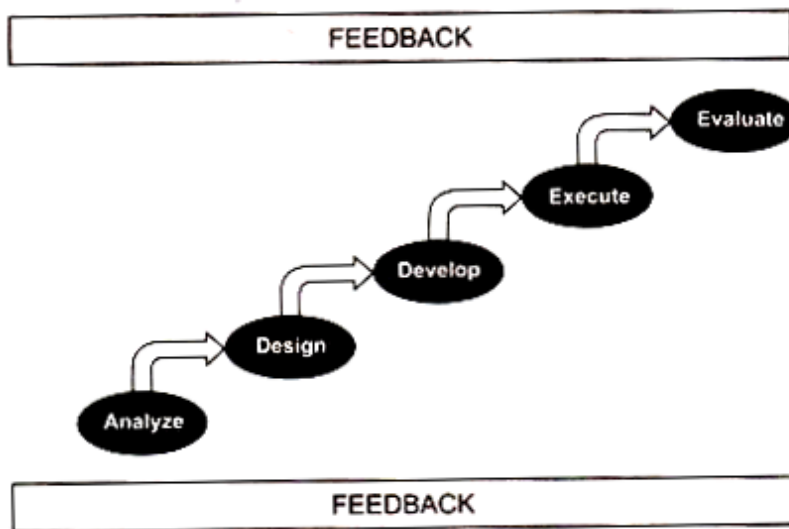
1. **Classical Conditioning** – Classical conditioning is a type of conditioning in which an individual responds to some stimulus that would not ordinarily produce such as response. It is the process of learning to associate a particular thing in our environment with a prediction of what will happen next. Classical conditioning, the association of such an event with another desired event resulting in a behavior, is one of the easiest to understand processes of learning. When we think of the classical conditioning, the first name that comes to our mind is Ivan Pavlov, the Russian psychologist. The normal stimulus for a flow of saliva is the taste of food. But often the mouth waters at the mere sight of a luscious peach, on hearing it described or even thinking about it. Thus, one situation is substituted for another to elicit behavior.
2. **Operant Conditioning:** The second type of conditioning is called operant conditioning. Actually, operant conditioning argues that one's behavior will depend on different situations. People will repeatedly behave in a specific way from where they will get benefits. On the other hand, they will try to avoid a behavior from where they will get nothing. Skinner argued that creating pleasing consequences to specific forms of behavior would increase the frequency of that behavior.
3. **Cognitive Theory:** Cognition refers to an individual's thoughts, knowledge of interpretations, understandings, or ideas about himself, and his environment. This is a process of learning through active and constructive thought processes, such as a practice or using our memory.
4. **Social Learning Theory.** The social learning theory also called observational learning, stresses upon the ability of an individual to learn by observing what happens to other people and just by being told about something. One can learn things by observing models, parents, teachers, peers, motion pictures, TV artists, bosses, and others. Many patterns of behavior are learned by watching the behaviors of others and observing its consequences for them. In this theory, it is said .that the influence of models is the central issue.

2) Explain training with its three models in detail

Ans.: Training is the process of acquiring specific skills to perform a job better (Jucious, 1963). It helps people to become qualified and proficient in doing some jobs (Dahama, 1979). Usually an organization facilitates the employees' learning through training so that their modified behaviour contributes to the attainment of the organization's goals and objectives. Van Dersal (1962) defined training as the process of teaching, informing, or educating people so that (1) they may become as well qualified as possible to do their job, and (2) they become qualified to perform in positions of greater difficulty and responsibility.

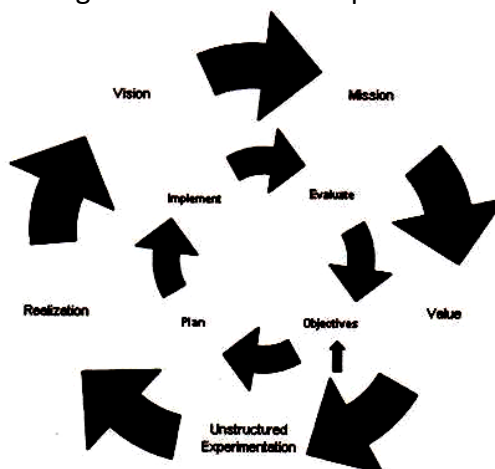
The three models of training are:

1. System Model Training:



The system model consists of five phases. It should be repeated on a regular basis to make further improvements. The training should achieve the purpose of helping the employees to perform their work to required standards.

2. Transitional Model: Transitional model focuses on the organization as a whole. The outer loop describes the vision, mission and values of the organization on the basis of which training model i.e. inner loop is executed.



Vision: Focuses on the milestones that the organization aims to achieve after the defined point of time. A vision statement tells where the organization sees itself few years down the line. A vision may include setting a role model, or bringing some internal transformation, or meeting some other deadlines.

Mission : The reason for developing a mission statement is to motivate, inspire, and inform the employees regarding the organization. The mission statement tells how the organization would like to be viewed by the customers, employees, and all other stakeholders.

Values: It is the translation of vision and mission into communicable ideals. It reflects the deeply held values of the organization and is independent of current industry environment. For example, values may include social responsibility, excellent customer service, etc.

3. Instructional System Development Model: Instructional System Development model was made to answer the training problems. This model is widely used now a day in the organization because it is concerned with the training need on the job performance. Training objectives are defined on the basis of job responsibilities and job description and on the basis of the defined objectives individual progress is measured.

3) What is e learning? Explain its features , advantages and disadvantages

Ans. A learning system based on formalised teaching but with the help of electronic resources is known as E-learning. While teaching can be based in or out of the classrooms, the use of computers and the Internet forms the major component of E-learning. E-learning can also be termed as a network enabled transfer of skills and knowledge, and the delivery of education is made to a large number of recipients at the same or different times. Earlier, it was not accepted wholeheartedly as it was assumed that this system lacked the human element required in learning.

Features of e-Learning:

- Cost effectiveness.
- Time saving
- Rich media support
- Test engine
- Accessibility
- User friendly

Advantages of e-Learning

- Class work can be scheduled around personal and professional work, resulting in flexible learning.
- Reduces travel cost and time to and from school
- Learners may have the option to select learning materials that meets their level of knowledge and interest
- Learners can study wherever they have access to a computer and Internet
- Self-paced learning modules allow learners to work at their own pace
- Flexibility to join discussions in the bulletin board threaded discussion areas at any hour, or visit with classmates and instructors remotely in chat rooms
- Different learning styles are addressed and facilitation of learning occurs through varied activities
- Development of computer and Internet skills that are transferable to other facets of learner's lives
- Successfully completing online or computer-based courses builds self-knowledge and self-confidence and encourages students to take responsibility for their learning

Disadvantages of e-Learning

- Unmotivated learners or those with poor study habits may fall behind
- Lack of familiar structure and routine may take getting used to
- Students may feel isolated or miss social interaction thus the need to understanding different learning styles and individual learner needs.
- Instructor may not always be available on demand
- Slow or unreliable Internet connections can be frustrating
- Managing learning software can involve a learning curve
- Some courses such as traditional hands-on courses can be difficult to simulate

[II] Case Study – Compulsory

(1*10=10)

One Monday morning Sanjay Nagpal, a recent recruit from a reputed management institute in Chennai walked into the sales office at Manipal as a new sales trainee. Raghavan the zonal sales manager for a large computer hardware firm was there to greet him. Raghavan's job consisted of overseeing the work of sales officer, field executives and trainee salesman numbering over 50 of 3 areas namely Karnataka, Bangalore, Trivandrum. The sales growth of computers, parts, and other office equipments in his area was highly satisfactory, especially in recent years- thanks to the development initiatives taken by respective state govt. in spreading computer education in office, schools, colleges, banks and other institutions. Raghavan had collected several sales reports, catalogues, pamphlets describing in detail the types of office equipments sold by the company. After a pleasant chat about their backgrounds, Raghavan gave Sanjay the collected material and showed him to his assigned desk. Thereafter Raghavan excused himself and did not return. Sanjay spent the whole day scanning the material and at 5 pm. He picked up his things and went home.

1) What do you think about Raghavan's approach for training programme?

Ans Raghavan's approach was of autocratic type he acts as an autocratic leader as he gave Sanjay the collected material and showed him his assigned desk. It is the theoretical approach which is used by the Raghavan.