

**Training and Development**

**SBS – MBA**

**Assignment - 2020**

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**Total Marks: \_\_\_/100**

**PLAGIARISM**

Plagiarism is a form of **cheating**, by representing someone else's work as your own or using someone else's work (another student or author) without acknowledging it with a reference. This is a serious breach of the Academic Regulations and will be dealt with accordingly. Students found to have plagiarised can be **excluded from the program**.

Plagiarism occurs whenever you do any of the following things without acknowledging the original source:

* Copy information from any source (including the **study guide**, books, newspapers, the internet)
* Use another person's concepts or ideas
* Summarise or paraphrase another person's work.

**How do I avoid plagiarism?**

To ensure you are not plagiarising, you must acknowledge with a reference whenever you:

* use another person's ideas, opinions or theory
* include any statistics, graphs or images that have been compiled or created by another person or organization
* Paraphrase another's written or spoken word.

**What are the penalties?**

The penalties for plagiarism are:

* Deduction of marks,
* A mark of zero for the assignment or the unit, or
* Exclusion from the program.

Plagiarism is dealt with on a case-by-case basis and the penalties will reflect the seriousness of the breach.

**Please note: claiming that you were not aware of need to reference is no excuse.**

**Question A**

**Case Study 1.**

An automobile parts manufacturer (APM) was attempting to institute employee problem-solving teams to improve quality. This action was strongly encouraged by its biggest customer, a major automobile manufacturer. The competition in the original equipment manufacturing (OEM) business is especially fierce. The major automobile manufacturers(Ford,GM,Daimler Chrysler,Toyota,Honda etc.now demand high quality parts at extremely low costs, and they often play supplier against the other to force OEM Industry to meet their standards.

A training needs analysis of middle-level and First-level production managers was conducted. These managers were responsible for the operation of the parts production system, a system is that is highly mechanized and somewhat automated. The labour force in this area is primarily high-school graduates, but many have less education.The manager’s responsibility prior to the change was to ensure that the hourly workers did their jobs in the proper manner and that the right amount and type of parts were production schedule.

The TNA showed low technical knowledge among these managers because they had been hired to monitor the hourly employees. They did not really understand the machinery and equipment and had never operated it. Most of them used a confrontational style in dealing with their subordinates because they felt that if they took a gentler approach, the unionized workforce would take advantage of them. They managers were all selected on the basis of their high need to control their environment; high need to achieve and willingness to work with others to get the job done.These traits still characterize this group of managers.

**Questions related to case study (Each question carries 15marks)**

1. What is the managerial context in which these managers will be Operating?. Do you think training desired to help managers understand the context they will be operating in will be helpful? Why or why not?
2. What type of competencies should be developed in the management training? Give your rationale?
3. What type of training should be used to provide the different competencies? How long it will take to provide this training?
4. What are the alternatives to management development? Do you think one of these alternatives should be used? Why or why not?

**Question B**

**Case Study 2**

Mr Deric Steve joined the railways five years back when he was 21 years old. He proved himself as an efficient steam engine driver. He bagged the Railway Ministers Best Driver’s Award this year. He was asked to undergo training in diesel engine driving due to massive dieselization in South Central Railway. But he was reluctant to take up training. The head of the loco staff was quite surprised to know the reluctance of Mr Deric when a number of drivers of steam engine have volunteered themselves to undergo training in diesel engine driver.

**Question related to case study**

1. Identify the problem in this case and suggest and explain the strategies to overcome the problem.

**(25marks)**

**Question C ( Each question carries 5 marks)**

1. List out the various costs involved in Training Programme

1. Explain the essentials to be followed in designing a training programme?
2. As a HR Manager Prepare a program schedule to organize a 3 day training programme for Management trainees?