

As a simple example let us say you are a restaurant manager and you want your waitstaff to provide customers with a stand-up list of appetizers. You bring in the staff, telling them what you want them to do, and present a video covering the correct way to use stand-up menus.

No doubt, you have provided training. Why, then, is the staff not using the stand-up appetizer menus a week later? The answer is simple. The training did not cover what needed to be unlearned- the habit of initially interacting with customers by asking whether they are ready to order. The workers need to replace the ingrained behavior with the new behavior of providing stand-up menu.

Changing a typical way of doing something is difficult. Unlearning and replacing with a new behavior works best if there is a motivating context.

(1) Do you think unlearning is an important step in learning? Why or why not? Defend your choice. (10)

(2) How can unlearning be accomplished? Describe briefly a training program in which you could add the step of unlearning. (10)

(200)

[This question paper contains 4 printed pages.]

Your Roll No.

M.Com./Semester IV

E

Paper-7162 : Training and Development

Time : 3 Hours

Maximum Marks : 100

(Write your Roll No. on the top immediately on receipt of this question paper.)

Attempt all questions.

All questions carry equal marks.

1. (a) "Without conducting a TNA it is not possible to prove the effectiveness of training." Elaborate the statement in the context of significance of TNA. (10)

(b) "Learning outcomes are the result of change in human capabilities that is not a result of growth processes." Do you agree? Explain in context of specific learning outcomes. (10)

OR

(c) Differentiate between experiential and non-experiential training. Discuss the methods involved. (10)

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(d) Discuss the emerging patterns of training and development in India? (10)

2. (a) Discuss the factors that influence the type of evaluation design. (10)

(b) "Information processing theories propose that information or messages taken in by the learner undergo several transformations in the human brain." Explain (10)

OR

(c) What do you mean by Transfer of Training? Discuss the factors which influence transfer of training. (10)

(d) Explain in brief the three stages of training - Preparatory, Implementation and follow-up stage. (10)

3. (a) "To evaluate a training program, it is a must to identify the training outcomes." Elaborate in context of Kirkpatrick's four level framework of evaluation. (10)

(b) Explain the strategic training and development initiatives that a company should take to help it achieve its business strategy. (10)

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OR

"Training is a set of integrated processes in which organizational and employee needs are analyzed." In the light of above statement, explain the systems approach to training. (20)

4. Write short notes on any **four** of the following:

(a) Error management training

(b) Behavior modeling

(c) Self - directed training

(d) Learning curve

(e) Curriculum Standards (4×5)

5. Read the following case study and answer the questions which follow

CASE STUDY

Jim, an operator of successful restaurants for nearly 30 years has recently stated that the most critical step of adult education is not to learn but to unlearn. He contends that new behaviors will never be used until the old ones are unlearned.

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