

Register No.: Name.:

SAINTGITS COLLEGE OF ENGINEERING (AUTONOMOUS)

(AFFILIATED TO APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY, THIRUVANANTHAPURAM)

THIRD SEMESTER MBA DEGREE EXAMINATION (Regular), DECEMBER 2022 (2021 Scheme)

Course Code : 21MBA225

Course Name: Dynamics of Training and Executive Development

Max. Marks : 60

Duration: 3 Hours

PART A

(Answer all questions. Each question carries 2 marks)

1. List out the objectives of training.
2. What is learning?
3. Explain in role of curriculum in designing an effective training programme.
4. What are the reasons for evaluating training?
5. Summarize the concept of training for sustainability.

PART B

(Answer any 3 questions. Each question carries 10 marks)

6. Identify the challenges and opportunities for training with the help of an industrial example.
7. Summarize the transfer of training theory by relating it with a corporate example
8. Explain the various training design processes and determine the considerations in designing effective training programmes.
9. Discuss the potential use of multiple delivery methods and Use of Just in Time with pertinent examples.
10. Elaborate the process of training evaluation with relevant examples

PART C

(Compulsory question, the question carries 20 marks)

11. **IBM reinvents Mentoring, Via the Web**

It may be time-tested, but there is something uninspiring about the corporate mentoring protocol, wherein a seasoned veteran gets assigned to impart wisdom to an ambitious young talent. IBM is putting a fresh spin on the practice by democratizing its mentoring program. As of January, the company began empowering employees to reach across its global empire with the click of a button for advice on everything from preparing to learning how to innovate.

The changes reflect the company's effort to become a truly global enterprise

that relies on cross-border information sharing and collaboration. “It became obvious that we had to make mentoring a tool for transferring knowledge globally,” says Sheila Forte-Trammell, an IBM human resources consultant who helped launch the initiative.

Any IBM employee can now sign up to give or receive advice by filling out a profile in a web-based employee directory called BluePages. In less than two months, 3000 people have joined.

Jocelyn Koh McDowell, a 22-year IBM veteran who lives in Houston, sought a mentor who could give her detailed advice on how to qualify for a promotion. Using the web search tool, she found the right person in minutes: Lisa Squires, a 13-year veteran in Sacramento who oversees a technology certification program McDowell needs to complete. “She had even more experience than I was looking for”, Says McDowell.

IBM’s programs earn praise from experts. Belle Rose Ragins, a human resource management professor at the University of Wisconsin at Milwaukee, says IBM has “broken new ground in using the Internet to develop global relationships.”

- a) Identify the advantages and disadvantages of IBM’s programmes from the perspectives of mentors and mentees Marks (10)
- b) Evaluate the effectiveness of IBM’s web-based mentoring programme? Marks (5)
- c) How does the mentorship programme help IBM to achieve the sustainability and corporate transformation Marks (5)
