



RB-4441-42

M. B. A. (F.T. & Eve.) (Sem. IV) Examination

April / May – 2010

Management Development

Time : 3 Hours]

[Total Marks : 100

RB-4441

**Instructions :**

(1)

नीचे दृशावेव निशानीवाणी विगतो उत्तरवही पर अवश्य लपवी. Fillup strictly the details of signs on your answer book.	Seat No. :
Name of the Examination :	<input type="text"/>
<input type="text" value="M. B. A. (F.T. &amp; Eve.) (Sem. 4)"/>	<input type="text"/>
Name of the Subject :	<input type="text"/>
<input type="text" value="Management Development"/>	<input type="text"/>
Subject Code No. : <input type="text" value="4"/> <input type="text" value="4"/> <input type="text" value="4"/> <input type="text" value="1"/>	Section No. (1, 2,.....): <input type="text" value="1"/>
Student's Signature	

- (2) Answers should be legible, logical, relevant or and the point.
- (3) Give suitable illustrations wherever necessary to support your answer.
- (4) Q.1 of Section I and all questions of Section II are **compulsory**.
- (5) Answer any **two** out of Q. Nos. 2, 3 and 4 in Section I.

1 "Managerial Development is only possible through 4+14=18 formal methods of training and development". - What will be your reaction as an HRD manager to such a jaundiced view of most managers? Discuss how non-formal methods of Development are also source of the other avenues open to management to further the cause of development of the managers.

- 2** "If you don't like the theatre, you are less likely to enjoy the movie." - Discuss the significance of creating conducive Training Climate for the success of any programme in the light of the above statement. How one can make use of Learning Principles in creating conducive climate and ensure success of any programme? **6+10=16**
- 3** Discuss the main elements of Management Development Programme design in detail. **16**
- 4** "All development is Self Development". Bring out the role of the learner in the light of the above stated principle of Management Development. What can be the expected outcomes and take aways of MD programmes for the sponsoring organization? **8+8=16**

## RB-4442

### Instructions :

(1)

नीचे दृष्टावेव निशानीवाणी विगतो उत्तरवही पर अवश्य लभवी. Fillup strictly the details of signs on your answer book.	Seat No. :
Name of the Examination :	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
<input type="text" value="M. B. A. (F.T. &amp; Eve.) (Sem. 4)"/>	<input type="text" value="Student's Signature"/>
Name of the Subject :	
<input type="text" value="Management Development"/>	
Subject Code No. : <input type="text" value="4"/> <input type="text" value="4"/> <input type="text" value="4"/> <input type="text" value="2"/> Section No. (1, 2,.....) : <input type="text" value="2"/>	

- (2) Answers should be legible, logical, relevant and to the point.
- (3) Give suitable illustrations wherever necessary to support your answer.
- (4) Q.1 of Section I and all questions of Section II are **compulsory**.
- (5) Answer any **two** out of Q. Nos. 2, 3 and 4 in Section I.

5 Write short notes : (any **three**) **3×8=24**

- (a) Assessment and Development Centre
- (b) Management Development Policy
- (c) Open System Theory
- (d) Synergogy
- (e) Need Analysis Model - Kubr and Prokopenko Model.

6 Read and analyse the case given below; and **10+10+6=26**  
answer the questions given at the end of the case.

(Please do not reproduce the facts of the case)

"Learning First Means Unlearning"

Jim Sullivan, an operator of successful restaurants for nearly 30 years, has recently stated that the most crucial/critical step of adult education is not to learn but to unlearn. He contends that new behaviours will never be used until the old ones are unlearned. Many academic scholars agree with him.

As a simple example, let us say you are a restaurant manager and you want your wait staff to provide customers with a "stand-up" list of appetizers. You being in the staff, tell 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, are 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 behaviour with the new behaviour of providing the "stand-up" menu.

Changing a typical way of doing something is difficult. Unlearning and replacing with a new behaviour works best if there is a motivating context. For example, the shift to providing "stand up" menus might occur most quickly if the wait staff is made aware of the slim profits in selling entrees versus appetizers. Now the staff is more likely to get on board with this simple change.

**Questions :**

- (i) Do you think unlearning is an important step in learning? Why or why not?
- (ii) How can unlearning be accomplished? If you were responsible for training people in a new way of doing things, how would you go about the "unlearning" phase?
- (iii) Unlearning implies that trainees are not blank slates. However, most training programmes do not take this into account. Why?

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