

The 20 percent portion may involve formal mentorships and coaching sessions, or collaborative projects that involve in-depth feedback from team partners. They encourage all of their employees to seek out mentors and work with them on a regular basis to pursue thoughtful career plans for their future with Gap Inc. Formal courses and training make up the other 10 percent of career development. For example, through their partnership with e Cornell, employees can take interactive online courses from Cornell University in the areas of Management, Leadership, Financial Management and Human Resources.

Questions:

- (a) Define and explain career development programmes.
- (b) Is career development needed for any organization?
- (c) Analyse the career development model of Gap Inc. pertaining to the case and critically evaluate and make suggestions for improvements.

MBGN 4005

M.B.A. DEGREE EXAMINATION,
DECEMBER 2014/JANUARY 2015.

Fourth Semester

(General)

TRAINING AND DEVELOPMENT

(2012 – 2013 Batch onwards)

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

1. Define job analysis and explain its importance.
2. What do you mean by Man Power Planning?
3. Explain the process of performance appraisal.
4. Explain the domains of learning.
5. What is the need for training and development?
6. What are the essential qualities of a consultant?
7. What are the factors to be considered while choosing optimum method of training?
8. What do you mean by transactional analysis?

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. Explain the process of man power planning.
10. Discuss the various methods of performance appraisal.
11. Explain the various teaching techniques adopted for effective training.
12. Only if lecture method is substituted the training can be made effective" — Comment. on the statement.
13. Discuss in detail 'competency based training programmes'.
14. How are the training programmes evaluated?
15. Describe the role of career development programmes in improving the organisational effectiveness.
16. Explain with examples the various ICT based training methods.

PART C — (1 × 20 = 20 marks)

(Compulsory)

17. Case study :

Gap Inc. says,

We attract and keep exceptional talent by helping our employees realize their professional goals while finding personal fulfillment in their work.

We use a 70-20-10 model of career development that offers our employees a diverse platform for growth.

Career development at Gap Inc. begins with ensuring that our employees feel connected to their shared purpose and values and that they understand the role they play in helping Gap Inc. succeed. They offer employees a variety of experiences to grow personally and professionally.

Their approach to career development is based on a 70-20-10 model: Employees gain 70 percent of their learning and development through on-the-job experience, 20 percent through mentorships and collaboration and 10 percent through courses and formal training.

The 70 percent on-the-job training may involve everything from daily activities to "stretch" assignments that place employees in situations outside their current realm of expertise and responsibility. As they continue to expand globally, we are committed to giving their employees even more opportunities to take on new roles and international assignments.