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MBA (Sem. - 3rd)

TRAINING & DEVELOPMENT

SUBJECT CODE : MBA - 962 (2012 Batch)

Paper ID : [C1178]

Time : 03 Hours

Maximum Marks : 60

Instruction to Candidates:

- 1) Attempt any **Four** questions from Section - A. Each question carrying five marks.
- 2) Section - B Consists of four Sub Sections I, II, III and IV. Attempt any one question from each of the sub section. Each question carries Eight marks.
- 3) Section - C is consists of one case study carries Eight marks.

Section - A

- Q1)** Discuss the role played by various stakeholder in the training program.
- Q2)** Explain the various stages of evaluation of training program.
- Q3)** What is the role of Need Analysis in training? Do you think that all training programmer are based on such analysis.
- Q4)** Why do people learn? What is the significance of learning in organisational setting.
- Q5)** "Presentation skills when used appropriately can motivate learner" - discuss this statement.
- Q6)** What are the principles that should be kept in mind while designing a round employee training programme?

Section - B

Sub Section - I

- Q7)** There is a view that training is a waste of money. Do you agree with this view? Discuss.
OR
- Q8)** How do you analyse Management of Training Needs in an enterprise?

Sub Section - II

- Q9)** In any training programme, along with the participants and training team, the training agency and participant organisation are among the key stakeholder. Discuss the key function & responsibility of training agency.

OR

Q10) Take any three training methods and compare and contrast then on relevant features.

Sub Section - III

Q11) How does a trainer determine how to respond to learner need to clarification of feedback?

OR

Q12) Describe John Kellar ARCS model during the design of the training programme.

Sub Section - IV

Q13) Explain any three methods of evaluation.

OR

Q14) How to do evaluate the training staff performance.

Section - C (Case Study)

Mr. Borkar is the manager of Directory Service at BSNL, Pune. He is responsible for a staff of eight supervisors and nearly 100 directory assistance operators. If you lived in Mumbai and called : 197” for directory assistance, you would find your self taking with one BSNL employees.

The position of telephone assistance operator (TOA) require a pleasant speaking voice familiarity with the telephone company’s computer operated directory; and knowing the answer to several dozen frequently asking questions. In an average year BSNL Pune experiences about a 30 per cent Turnover among TAOs.

Mr. Borkar recently completed a cause in HRM at a local college and as a result began to wonder why BSNL, Pune did not provide a short, formal training programme for the TAO. At present new hire are given a ten minute tour of the offices and a two page printed sheet with direction on how to operate a computer terminal and answer the frequently asked the questions. New employees are then shown their work area, introduces to their supervisor, and told to start. It concerns Borkar that many TAOs complain for several months about being uncomfortable in their jobs, complaints from supervisors that it usually takes ninety days for a new TAOs to be fully competent, and that part of the 30 per cent turnover may be due to inadequate TAO training.

Questions:

- 1) Do you think training is needed here. If you were borkar, would you want to do anything that would be better answer the question?
- 2) If borkar did request the implementation of training programme, what do you think the programme should include.

