

Roll No.

Total No. of Pages : 02

Total No. of Questions : 15

MBA (2015 to 2017) (Sem.-3)

TRAINING AND DEVELOPMENT

Subject Code : MBA-962

M.Code : 70755

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

- 1. SECTION-A contains SIX questions carrying FIVE marks each and students has to attempt any FOUR questions.**
- 2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each, carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.**
- 3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying EIGHT marks.**

SECTION-A

Answer the following :

- Q1. What is the difference between training and development?
- Q2. How cost benefit analysis of training is performed?
- Q3. Explain the steps involved in Kirkpatrick model of evaluation.
- Q4. What are the objectives of training and development?
- Q5. What are the benefits of simulation training at workplace?
- Q6. How training leads to effective change in management?

SECTION-B

UNIT-I

- Q7. How training needs are identified? Briefly explain the methods of identifying training needs.
- Q8. Briefly explain the complete process of training and development.

UNIT-II

- Q9. Differentiate between on the job training and off the job training. Also explain which one is better and why?
- Q10. What are the reasons that employees resist for training at work place? Also suggest some steps that can overcome the problem of resistance in training.

UNIT-III

- Q11. What skills/ qualities are required to be an effective trainer? Explain the role of trainer in effective training program.
- Q12. Explain the steps involved in team building process. What are the benefits of team learning and development for the organization?

UNIT-IV

- Q13. What is the process of evaluating the effectiveness of training program? Also explain the problems encountered in this evaluation process.
- Q14. Critically evaluate the CIRO model of training and development evaluation.

SECTION-C

- Q15. Mr. Shrikant is a senior manager of a reputed manufacturing Company who is engaged in manufacturing wooden furniture for more than 35 years. He has 25 employees in his department working under him who all are skilled and efficient in their own way. For the past 3 years the market for the company's goods has been steadily growing and the majority of his staff have met by the changing expectations of customers. However one employee in particular, Gopal has not kept up with the pace. Gopal has been with this corporation for over 20 yrs and is now 56 yrs old. He is a friendly man and is liked by all his peers as he keep on motivating them with his positivity and experience. The company has always considered Gopal dependable and loyal. Through the years, he has been counted as an asset to the company, but at the age of 56, he has gone into an age of semi-retirement. Gopal's productivity has been slow down as he is not able to learn and accept new techniques that have become the need of the hour of manufacturing organizations. Shrikant wishes to change this situation. He wants to motivate Gopal by teaching him new manufacturing techniques so that his efficiency matches that of his younger peers. To do this Gopal must begin to do more than just put in his time Unlike the majority of new employees, Gopal is an old man, who within a few years will reach the age of retirement. He tries to convince Gopal but found that he is reluctant to change his behavior.
- a) As a team leader how would you understand Gopal's position to resist changing?
 - b) How will you identify need of imparting special training to Gopal to match organization's requirement?
 - c) What can be done to fetch Gopal's interest in learning new techniques of designing and manufacturing?
 - d) What type of training technique can be effective for Gopal to increase his efficiency?

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.