

## TRAINING AND DEVELOPMENT (MBA 962), 3 SEMESTER

Paper ID-C1178

TIME ALLOWED: 3 HRS

MAX MARKS: 60

NOTE : ATTEMPT 04 QUESTIONS FROM SECTION A, 04 QUESTIONS FROM SECTION B SELECTING ATLEAST ONE QUESTION FROM EACH SUBSECTION AND CASE STUDY IN SECTION C, IS COMPULSORY

## SECTION A

4X5=20

1. Explain The Meaning And Concept Of Training And Development
2. Explain The Various Methods Of On The Job Training.
3. Role of External Agency in Training.
4. Outline The Emerging Issues In Training And Development In India
5. Importance Of Evaluating The Training Programs
6. What Are Management Development Programs

## SECTION B

## UNIT 1

(8)

1. Outline The Objectives and Importance of Conducting Training Programs .Are They Necessary for the New Recruits or for the Existing Ones As Well. Explain Its Importance For Both Of Them.
2. How Are Training Needs Identified. Explain The Process Of TNA And The Steps Involved In It.

## UNIT 2

(8)

3. Differentiate Between On the Job and Off The Job Training Techniques. Which Is Better And Why?
4. Do You Think Training Is Necessary For Managing The Ever-changing Environment. Why Do You Think People Resist Training programs In the Organization? What Can Be Done To Overcome This Resistance To Training? Explain.

### UNIT 3

(8)

5. It Is Very Important To Have Effective Trainers For The Success Of Any Training Program. How Can They Be Developed?
6. Discuss The Methods Of Designing And Implementing Effective Management Development Programs. How Far Team Building And Simulation Good In Developing Managers. Discuss.

### UNIT 4

(8)

7. Outline The Criteria, Steps And The Problems Involved In Evaluating The Training Programs.
8. Critically Evaluate The Kirkpatrick AND CIRO Model Of Training Evaluation And Control.

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**CASE STUDY**

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Mr. Nand Kishore has been working with the Frontline Confectioners Ltd., popularly known as Biscuit and Chocolate company for the last 10 years. The company had started with small business covering two main places in Maharashtra. It acquired new machinery and know-how and expanded considerably during the last three years. Mr. Nand Kishore has contributed a lot to the company as the Chief Sales Supervisor and now company has retail outlets in all the cities of Maharashtra.

Last year, the top management of the company created a new post of Market Research Officer under the Marketing Manager. The market research officer had to devise new sales promotion methods and study the behaviour of consumers.

Mr. Nand Kishore who had obtained a Diploma in Business Management was recommended for the above job.

Mr. Nand Kishore was happy to be promoted as Marketing Research Officer, but missed his old job where he had control over a strong salesforce of about 150 person. The new job has only desk work and not travelling. After a week, he submitted a report to the Marketing Manager who told him that he will have to learn much more about report writing to succeed in the new job.

Mr. Nand Kishore thought that he would be better off in his old job. If he tells this to the management he might be considered a failure. Therefore, he kept quiet.

**Questions**

1. Analyse the problem in the above case.
2. Can the dilemma of Mr. Nand Kishore be attributed to the absence of any career development plan in the company ?
3. As Human Resource Manager, what advice would you offer to the Marketing Manager and Mr. Nand Kishore ?