**Roll No.** |     |     |     |     |     |     |     |     |     |     |     |     |     |

**Total No. of Pages : 02**

**Total No. of Questions : 15**

### MBA (2012 & Onward)   (Sem.–3)
### TRAINING AND DEVELOPMENT
#### Subject Code : MBA-962
#### Paper ID : [C1178]

**Time : 3 Hrs.**

**Max. Marks : 60**

**INSTRUCTION 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

1. What are the various features of programmed instructions?

2. "*Training is an investment and not an expense.*" Comment

3. Enlist the reasons of resistance to training.

4. Discuss the role of external agency in training and development.

5. Why On-the-job training is commonly used by organizations?

6. Discuss the steps involved in the process of training evaluation.

## SECTION-B

### UNIT-I

7. Explain the core principles and theories of learning.

8. Write a descriptive note on Training Need Analysis of an organization.

### UNIT-II

9. What are the various methods of development? How are the development programmes designed?

10. "*Training techniques must be subservient to the aims of the organizations*". Comment

## UNIT-III

11. Discuss in detail the importance of management games. Give in detail the summary of two management games.

12. Explain the factors that a training manager should keep in mind to get the best result from a training programme.

## UNIT-IV

13. "*The traditional approach to training has kept managers away from evaluating training.*" Elaborate the myths of evaluation in the light of the above statement.

14. Explain the concept of Training evaluation? Describe Kirk Patrick's Model.

## SECTION-C

15. **CASE STUDY**

Mr. Harsh completed his chemical engineering in the year 1988 and decided to be an entrepreneur. He set up his own specialty chemical plant in Ahmadabad. He supplied the specialty chemicals for the manufacturing of glass, paint, electricity wires and roads. With his expertise and experience, he grew very fast and set up units all over India. He now had nine plants and a staff of two hundred and fifty people. Indian economy was in the high growth phase and therefore foreign companies and investors were showing great interest in India. Mr. Harsh was also approached by Whirl Pont, a well-known American-based company which wanted to foray into specialty chemicals. They were interested in specialty chemicals for fragrances which Mr. Harsh does not manufacture as of now but can do so with minor changes in the plant.

Since Mr. Harsh does not understand any details of financial transactions, the laws involved, tax implications etc., he employs merchant bankers, lawyers and bankers to help him with the Joint-venture. The first suggestion his advisors (merchant bankers) give him is that he must form a core management team to take decisions rather than being owner-driven now. Mr. Harsh is very reluctant in doing so but does appoint a Managing Director, a Chief Operating Officer and a Chief Financial Officer.

The suggestion to appoint a new Human Resource Officer falls on deaf ears. Mr. Harsh thinks that his people are very happy with him and he enjoys a personal rapport with most of them since he recruited most of his staff personally. Mr. Harsh is very confident of handling the people issues of the Joint-venture himself but the Managing Director, Chief Operating Officer and the Chief Financial Officer emphasizes the importance of the Human Resource Manager.

**Questions :**

a. If you are appointed as the Human Resource Manager, what kind of training do you think the staff of Mr. Harsh's organization requires facing the new Joint-venture?

b. What human resource problems do you foresee if the Joint-venture fails?