

VPM's
DR VN BRIMS, Thane
Programme: MMS (2018-20) (HR)
Third Semester Examination October 2019

Subject	Training and Development		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages	2	Date	19.10.2019

	Instructions:-	Marks
	<ul style="list-style-type: none"> • Q. No 1 is compulsory. • Attempt Any Four from the Remaining Six Questions. • Figures to the right indicate marks in full. 	
Q. 1	Case/Case-let Study (500-800 words)	20
	<p>Rajat Sharma has been employed for six months in the accounts section of a large manufacturing company in Faridabad. You have been his supervisor for the past three months. Recently you have been asked by the management to find out the contributions of each employee in the Accounts Section and monitor carefully whether they are meeting the standards set by you. A few days back you have completed your formal investigation and with the exception of Rajat, all seem to be meeting the targets set by you. Along with numerous errors, Rajat's work is characterized by low performance. Often he does 20 percent less than the other clerks in the department. As you look into Rajat's performance review sheets again, you begin to wonder whether some sort of training is needed for people like him.</p> <p>Questions :</p> <ol style="list-style-type: none"> 1. As Rajat's supervisor can you find out whether the poor performance is due to poor training or to some other cause? 2. Since Rajat has been with the company for six months, what kind of training do you think would be best? 	
Q. 2	Answer Any two from the following.	5x2 = 10
	a. Review the concept of learning organization.	
	b. Diagrammatically explain the process of training in detail.	
	c. "Employee training has become increasingly important as jobs have become more sophisticated and influenced by technological changes". Discuss.	
Q. 3	Answer Any two from the following.	5x2= 10
	a. Examine the various approaches to management development.	
	b. Explain the necessity to link training and development activities to the achievement of the organization's business activity.	
	c. Discuss the contribution of Malcolm Knowles to Adult Learning Theory.	
Q. 4	Answer Any two from the following.	5x2 = 10
	a. Record the development of competency based training programs	
	b. Suggest tips for conducting training needs analysis accurately.	
	c. "Training like any other HR function, should be evaluated to determine its effectiveness." Explain.	
Q. 5	Answer Any two from the following.	5x2 = 10

	a.	Discuss the role and significance of training and development with reference to public sector and MNCs.	
	b.	List a few on-the-job training programmes and their benefits.	
	c.	Illustrate blended learning? E-learning will not fully substitute traditional training programmes. Discuss.	
Q. 6		Answer Any two from the following.	5x2 = 10
	a.	Discuss how employee training need assessment is affected by the environmental factors.	
	b.	Describe the management development process.	
	c.	Demonstrate the stages involved in planning a management development Programme	
Q. 7		Answer Any two from the following.	5x2 = 10
	a.	Describe pre and post-training measurement	
	b.	Differentiate on-the-job training and off-the-job training	
	c.	Write about evaluation of training effort and outcome.	