

**M.B.A. Semester-III Examination**  
**MANAGEMENT OF TRAINING AND DEVELOPMENT**  
**Paper-MBA/3305/H**

Time : Three Hours]

[Maximum Marks : 70

**Note.:**— (1) All questions are compulsory.

(2) Figures to the right indicate marks.

**SECTION-A**

1. (a) Discuss the various methods of training used in business organisation. 14

**OR**

- (b) Explain various training aids for effective training and describe various techniques of training. 14

**SECTION-B**

2. (a) "Training as a continuous Process". Comment. 7  
(b) Suppose you are developing a training programme for sales representatives in an efforts to boost the sales in a medium sized organization. Which evaluation model according to you may be appropriate ? Explain. 7

**OR**

- (c) Explain the concept of Training Feedback in detail. 7  
(d) Suppose now you are new GM and your departmental heads have a long history of Isolation and Compartmentalization, not talking to each other. Suppose you decide to use some training session as a means of bringing them together and getting them started talking with one another. How would you evaluate this training ? 7
3. (a) Explain the training functions. 7  
(b) How would you identify the training need for group of sales employee of a large private sector insurance company during the existing times of recession ? 7

**OR**

- (c) Describe various organizational objectives and training. 7  
(d) Discuss with example how Employee Training Need Assessment is affected by the environmental factors in chemical industry. 7

**SECTION-C**

4. (a) Explain Integrated Approaches of Learning in training programme. 7  
(b) Describe the term Development and designing training modules in detail. 7

**OR**

- (c) Discuss Training Climate with its dimensions. 7
- (d) Discuss the learning process in detail. 7

#### SECTION-D

5. In Mid-sized direct selling organization, Pratik Patel, the training manager of the company realized the need for training intervention for line managers as he felt that despite a contemporary training programme the sales force unable to internalize the training due to lack of support from the line managers in the field. But the CEO was not supportive of the initiative as he saw no value in the programme moreover, as the company was going through a tough phase, he also wanted to cut the training budget further. Patel had to find ways to involve the line managers in sales training and also find ways to link training to the bottom line result. "Pratik let me make it clear to you that I can't allocate any more money for training. I can't help you in this regard at least for another year. In fact I may have to curtail your training budget for next year as we are going through a lean phase". Said Sanjay Shah CEO of Direcru, a direct sales company that dealt in a range of consumer appliances. From his tone, it was clear that he would not entertain any further discussion on this topic.

Pratik Patel had been working as the Training Manager (T.M) in Direcru for the past three years. During this period he had single handedly taken care of all the Training and Development (T&D) activities of the company of late, he felt that despite a contemporary training programme, the sales force was unable to internalise the training due to lack of support from the line manager in the field. Patel who had experience in sales and sales force management before getting into the training function, understood the significance of the role of line managers. His repeated proposal to conduct a training programme on coaching for the line managers had fallen on deaf ears. But patel could knew he could not let the situation drift any longer. The company had failed to achieve its revenue target in the previous year. This year too, it was struggling to reach 75 percent of the projection. Since it was difficult to measure to Return On Investment (ROI) of training. The training budget tended to get the chop during tough times. In such a situation Patel could expect some cuts in his budget for the next year yet he knew that in tough time, there was greater need for training and development intervention.

#### Questions :

- (1) Analyse the case. 4
- (2) Give appropriate title for case and justify your title. 3
- (3) Explore the direct or indirect cost associated with training. 7