

MASTER OF VOCATION
Management HRM
Subject: Training and Development
Subject Code: MSR-804
Semester: First
January 2021
Theory (External): 70 Marks
Time: 03 Hours

Instructions to the Students

1. This Question paper consists of two Sections. All sections are compulsory.
2. Section A comprises 10 questions of objective type in nature. All questions are compulsory. Each question carries 2 marks.
3. Section B comprises 8 essay type questions out of which students need to do any 5. Each question carries 10 marks.
4. Read the questions carefully and write the answers in the answer sheets provided.
5. Do not write anything on the question paper.
6. Wherever necessary, the diagram drawn should be neat and properly labelled

Roll Number											

SECTION –A (SHORT/OBJECTIVE TYPE QUESTIONS)
(10x2=20 Marks)

- A. Why training is important?
- B Define learning.
- C Explain any one principle of learning.
- D What is role of external agency in training?
- E Explain any one resistance in training?
- F What are the essential characteristics of effective trainers?
- G Write a brief note on designing development programs.
- H How cost-benefit analysis of training is done?
- I What are the problems involved in evaluation of training?
- J What is team building?

SECTION -B (ESSAY TYPE QUESTIONS)

(5x10=50 Marks)

- Q1 a) Define training? Explain the advantage of training to the employers and employees?
b) What are the emerging trends in Training and development?
- Q2 What is the scope of training need assessment in terms of present and future organization benefits? Also explain the process of TNA.
- Q3 In 1999, Sanjay Kathuria, a professional manager, joined as the Chairman cum Managing Director (CMD) of Bright General Insurance Company, which was, at that time the largest general insurance company in the country. During the next four years, however, while its business increased, it did not grow as fast as its major competitors, and the company dropped from first to fifth place in terms of volume of business.
- This naturally perturbed Sanjay Kathuria as it did the Board of Directors of the company. Finally, after deliberations, the Board of Directors concluded that the lack of leadership in the sales of both fire and marine policies was the major cause of the company's comparative slow progress. It was also generally believed that the two directors in charge of sales in these two major areas of business were competent executives and leader but the regional and district manager working under them were lacking in leading their sales-force.
- The CMD called the two directors responsible for fire and marine policies, and asked them to ensure strong leadership at the regional and district levels or else quit their jobs. As the two director left the meeting with the CMD, one Director told the other, "Now, just how do we make people leaders? How an we sure whether or not a person is a leader? You know this is a tough job."
- a) If you were one of the directors, how would you have answered the other director?
b) What would you do about developing competent and strong leaders?



- Q4 Write short notes on:
a) Management game
b) Simulation
- Q5 How would you evaluate whether a training programme is successful or not?
- Q6 Explain the Kirkpatrick and CIRO model of training evaluation.
- Q7 What do you mean by Management Development? Explain any four methods of management development?
- Q8 Explain the concept of Training Communication and its process.

*****END OF PAPER*****