

MS-309/HR-2309

Management of Training and Development

Master of Business Administration /

P.G. Diploma in Human Resource Management

(MBA-10/12/13/16/17/ PGDHRM-10/16/17/ MBAH-11)

4th / 2nd Semester Examination, 2019 (June)

Time : 3 Hours]

Max. Marks : 80

Note : This paper is of Eighty (80) marks divided into three (03) sections A, B and C. Attempt the questions contained in these sections according to the detailed instructions given therein.

SECTION–A

(Long Answer Type Questions)

Note : Section 'A' contains four (04) long answer type questions of Nineteen (19) marks each. Learners are required to answer any two (02) questions only.

(2×19=38)

1. 'Analysis of organizational training need (AOTN) is the first and most important step, because a proper AOTN done is a half way achieved'. Support the statement explaining AOTN process.
2. Design and develop a complete training programme for managers.
3. Elaborate Context, Input, Reaction and Outcome Evaluation process.
4. Read the case written below carefully, and answer the questions following to it : (From Q. No. i to Q.No. v)

Is Mahesh in need of Remedial Training?

Mahesh has been employed for six months in the accounts section of a large manufacturing company in Faridabad. And 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 Mahesh, all seem to

be meeting the targets set by you. Along with numerous errors, Mahesh's work is characterized by low performance - often he does 20 percent less than the other clerks in the department. As you look into Mahesh's performance review sheets again, you begin to wonder whether some sort of remedial training is needed for people like him.

Questions :

- (i) As Mahesh's supervisor can you find out whether the poor performance is due to poor training or to some other cause?
- (ii) If you find Mahesh has been inadequately trained, how do you go about introducing a remedial training programme?
- (iii) If he has been with the company for six months, what kind of remedial programme would be best?
- (iv) Should you supervise him more closely? Can you do this without making it obvious to him and his co-workers?
- (v) Should you discuss the situation with Mahesh?

SECTION-B

(Short Answer Type Questions)

Note : Section 'B' contains eight (08) short answer type questions of eight (08) marks each. Learners are required to answer any four (04) questions only. (4×8=32)

Discuss any four of the following questions :

1. Follow -up of training.
2. Objectives of communication in a training programme.
3. Lesson planning.
4. Training is for lower level employees and development is for managers'. Discuss.
5. Sensitivity Training.
6. Various arrangements for learning rooms.
7. Off-the-job training.
8. Factors to be considered while planning the curriculum for a training programme.

SECTION-C
(Objective Type Questions)

Note : Section 'C' contains ten (10) objective type questions of one (01) mark each. All the questions of this section are compulsory. (10×1=10)

Write true/false against the following :

1. Objective of an orientation training is only to warn the employees for following discipline in the organization.
2. According to training taxonomies Salesmanship is a perfect example of even more complex skills.
3. Training is an effective tool for change management.
4. CIRO stands for Context, Input, Result and Outcome.
5. According to analysis of organizational training needs, training is the only reason for the poor performance of any organization.

6. Ultimate training outcome evaluation is the most important and the least done evaluation process.
 7. It is good to perform evaluation of the training only at the end of entire training programme.
 8. Exact virtual replication of the actual work space is the simulation method of training.
 9. Training methods and training techniques are same terminologies.
 10. Considering the skill matrix there is no requirement of technical skills among top management personal.
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