

Code: BA3T6H

**II MBA - I Semester – Regular/Supplementary Examinations
DECEMBER 2016**

TRAINING AND DEVELOPMENT

Duration: 3 hours

Max. Marks: 70 M

SECTION-A

1 Answer any FIVE of the following: 5 x 2 = 10 M

- a) Objectives of training
- b) Organizational analysis
- c) Training the trainer
- d) Panel discussion
- e) Critical incidents
- f) Cost-benefit analysis
- g) Team tasks
- h) Multimedia training

SECTION – B

Answer the following: 5 x 10 = 50 M

2. a) Define training and development. Explain the overview of training functions.

(OR)

b) Explain the importance and objectives of training.

3. a) Bring out the steps in the training and development process.

(OR)

b) What purposes does training serve? Explain the ingredients of a good training programme.

4. a) Explain on the Job training methods in detail.

(OR)

b) What is meant by T-groups? Discuss the grouping methods in detail.

5. a) Bring out the need, criteria and techniques of the evaluation of training results.

(OR)

b) Explain Kirkpatrick model of evaluation.

6. a) Explain Reinforcement theory and Social learning theory.

(OR)

b) What is meant by Andragogy? Explain the Resistance to training in detail.

SECTION – C

7. Case Study

1 x 10 = 10 M

Punjab Bank Ltd. has been facing problem relating to deposit mobilization and loan recovery. The bank appointed a number of commissions to go into the problem and find out the root cause for these problems. All the commissions pointed out that the delay in decision – making and faulty decisions made by the executives at different levels are responsible for the state of affairs in the bank. Mr. Khanna Pande, the Chairman of the bank, on 3rd march 2011, asked the Chief Personnel Manager of the bank to develop various techniques and organize the executives development programmes in order to improve the decision – making skills of the bank executives from the level of branch manager to the general manger.

The Chairman of the bank attended an executive development for chairman programme during July 2011 conducted by the Administrative Staff College of India of all the Banks. He was very much impressed by two techniques in the entire programme. They are role playing and sensitivity training. He thought that he should educate his personnel manger about these techniques and these techniques should be used in the proposed executive development program of the bank. He called on the Chief Personnel Manager of the bank and told him about his experiences and ideas. But the Chief Personnel Manager responded negatively. Mr. Khanna tried his level best to convince the Chief Personnel Manager and similarly the latter also tried to persuade him about the nature of those techniques and the nature of the proposed development programme. At last Mr. Khanna vexed with the behavior of the Chief Personnel Manager, ordered him to use role playing and sensitivity training techniques.

Case Questions:

- i) Do you find any justification in the argument of Mr. Khanna.
- ii) Why did Mr. Khanna form such an opinion?
- iii) What do you feel about the suitability of technique for the executive development programme in this case?