



P.E.S. College of Engineering, Mandya - 571 401

(An Autonomous Institution affiliated to VTU, Belagavi)

Fourth Semester, Master of Business Administration (MBA)

Semester End Examination; June - 2017

Training and Development

Time: 3 hrs

Max. Marks: 100

Note: Answer all FOUR full questions from PART-A and PART-B (Case study) is Compulsory.

PART - A

- 1 a. Define training. Explain the objectives and problems in training. 10
 b. Explain three different types of analysis of TNA. 10

OR

- 2 a. Explain the training needs assessment process. 10
 b. Discuss the approaches of TNA. 10
 3 a. Explain important considerations while designing a training program. 10
 b. Discuss the factors affecting training design. 10

OR

- 4 a. Explain the types of costs involved in training programs. 10
 b. Explain the Gagne-Briggs theory. 10
 5 a. What is learning? Explain the principles of learning. 10
 b. Explain the Kolb's learning cycle. 10

OR

- 6 a. Explain the theories of motivation. 10
 b. Differentiate between on job training and off job training. 10
 7 a. Explain advantages and disadvantages of case study method of training. 10
 b. What is Dynamic media of Training? Explain its advantages and disadvantages. 10

OR

- 8 a. Discuss the competence of trainer to motivate trainees. 10
 b. Explain the need and importance of management development. 10

PART - B (Compulsory)**9. Case Study:****Who should organise the training workshop?**

L.R.K Limited is a leading 20 years old pharmaceutical company functioning in Bangalore, dealing with the manufacturing and selling of drugs in large scale. There are about 1000 people working in different areas like production: QCD, packing section, HR department and administration with a manager in-charge in each functional area. Mr. Joseph, the managing director of this company had taken many steps to develop the business and showed interest in international marketing and introduced many new combinations with latest technology.

Mr. Rajesh is a senior HRQ manager working from the initial days and knowing all the techniques and procedures related to manufacturing and industry related works. He also has very close contact with the managing director and takes' a vital role in many decisions. Mr. Varma joined as a new HR manager to assist Mr. Rajesh recently. He had done a postgraduate diploma in personnel management and Ph.D in training and development. He visited many industries foreign countries and participated in several training programmes in latest interest.

The All India Pharmaceutical Manufacturers' Association decided to organise an international workshop on training and development in December 2003 at New Delhi. An offer was given to L.R.K Pharmaceuticals to organise for the workshop for three days. The main objectives of the workshop are to train the staff towards latest manufacturing technology, selling skills in the marketing and executive development programmes to meet the international standards.

The managing director had a meeting, with top level executives and decided to give the opportunity to either Mr. Rajesh, senior HR manager or to Mr. Varma, new HR manager to organise the workshop in a determined way. One is very experienced and another is well qualified in the latest technology.

- a. If you are in the place of MD, to whom will you give the responsibility to organise the workshop, Why?
- b. "Experience can be more beneficial than qualification". Explain this statement with examples.
- c. Suggest a suitable training method for a national level workshop for employees.
- d. As an organiser prepare a suitable programme schedule for a three day workshop on training and development.