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## 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; May/June - 2018

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. What is training? Discuss the scope of training. 10  
 b. What is TNA? Explain TNA process. 10

**OR**

- 2 a. What are the methods by which training needs are identified? 10  
 b. What are the approaches of TNA? 10  
 3 a. What is learning? Explain Kolb's learning cycle. 10  
 b. Explain Maslow's theory of Hierarchy. 10

**OR**

- 4 a. What are on-the-job training methods? Explain in-basket exercise method and sensitivity training method. 10  
 b. What are the techniques for building rapport with trainees? 10  
 5 a. What are the factors influencing training policy? 10  
 b. What is training policy? What are the advantages? 10

**OR**

- 6 a. What is feedback sensitivity? What are the functions of feedback? 10  
 b. Explain in brief Trainer/s style. 10  
 7 a. What is management development? Explain the importance. 10  
 b. What is validation? Explain the methods of validation. 10

**OR**

- 8 a. What is succession planning? Explain succession planning process. 10  
 b. What are the strategies to develop technical managers? 10

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**PART – B (Compulsory)****9. Case Study:**

Pranav began his career as a primary school teacher and moved to high school after completing his B.Ed qualification. He passed M.A. in psychology and enrolled for doctorate in organizational development. Dr. Pranav got selected in one of the fortune 500 companies as a trainer.

Pranav confidently informed the principal of training college that he possessed 15 years of teaching and facilitation experience with primary and secondary schools of repute. Thus the principal believed that sending Pranav to undergo training programme that was meant for newly hired trainers was a waste of money and time.

Pranav was sent to handle a couple of training sessions and in the end when the feedback was analysed it was found that out of 108 respondents 104 had stated that, “Mr. Pranav does not know how to teach employees and he thinks himself to be a learned person. He speaks a lot and listens very little. The lectures he delivers are boring and create a threatening atmosphere in the classroom. He should be terminated at the earliest”.

**Questions:**

- i) What went wrong with the skills of Dr. Pranav? Why was he not accepted by trainees? Identify five possible reasons for his rejection.
- ii) How different are the facilitation skills required for a trainer?