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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 - 2019

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. Explain the scope and objectives of training. 10  
 b. Differentiate between training and development. 10

OR

- 2 a. Explain the various methods of determining training needs. 10  
 b. Explain the process of training need analysis. 10  
 3 a. What is Training plan? Discuss the steps in designing a Training Program. 10  
 b. Explain the factors which are covered while designing a training program? 10

OR

- 4 a. Explain Kolb's learning cycle. 10  
 b. Explain the elements of learning. 10  
 5 a. Explain the factors that to be considered for designing an effective training programme. 10  
 b. What is Training policy? Explain the factors influencing training policy. 10

OR

- 6 a. Differentiate between on the job and off the job training methods. 10  
 b. Explain in detail the importance of management games, with an example. 10  
 7 a. Explain the techniques for building rapport with Trainees. 10  
 b. Explain the body language and Gestures effect on Training programme. 10

OR

- 8 a. What is management development? Explain its approaches. 10  
 b. What is Training audit? Explain the various steps in it. 10

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**PART - B ( Case study – Compulsory)**

9. Rajat Sharma has been employed for 6 months in the accounts section on a large manufacturing company in Faridabad. You have been his supervisor for the past 3 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 Rajat, all seem to be meeting the targets set by you. Along with numerous errors, Rajat's work is characterized by low performance. Often he does 20 percent less than the other clerks in the department. As you look into Rajat's performance review sheets again, you begin to wonder whether some sort of training is needed for people like him.

**Questions:**

- a. As Rajat's supervisor can you find out whether the poor performance is due to poor training or to some other cause? 10
- b. Since Rajat has been with the company for 6 months, what kind of training do you think would be best? 10

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