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MASTER OF BUSINESS ADMINISTRATION (M.B.A.)
EXAMINATION: DECEMBER - 2024
SEMESTER - III
Sub.: Training & Development (MHRM 304)

Date : 14/12/2024**Total Marks : 60****Time: 10.00am to 12.30pm**

- Instructions:** 1) All questions are compulsory.
 2) Figures to the right indicate full marks.

- Q. 1. Write Short notes on (Any Three) (15)**
1. Types of Training
 2. Steps in the Needs Assessment Process
 3. Role of a trainer
 4. The Kirkpatrick Model
 5. On-the-job training
- Q. 2. Answer in detail (Any One) (10)**
1. Define Training & Development. Give the benefits of training
 2. Why do companies spend money on training and development?
- Q. 3. Answer in detail (Any One) (10)**
1. Give the objectives, Purpose and importance of Training & Development.
 2. What is a training needs assessment? Explain in detail
- Q. 4. Answer in detail (Any One) (10)**
1. What is the role of technology in training and development?
 2. What are the challenges of a Corporate Trainer?
- Q. 5. Case study (15)**
- In a medium-sized company, the HR department has been organizing several training programs to improve employee skills and enhance overall productivity. The company invests heavily in these programs, bringing in industry experts and offering resources for employees to advance their knowledge. The HR team, led by the HR manager, is genuinely committed to employee growth, believing that these programs will not only benefit the company but also help employees develop their careers. However, over the past year, a frustrating trend has emerged. Employees who attend these training sessions, gaining valuable knowledge and skills, are increasingly leaving the company soon after completing their training, often citing better career prospects elsewhere.
- This has left the HR manager feeling disheartened and upset. After all, the company has invested a significant amount of time and money in these development opportunities, and seeing employees leave shortly after benefiting from these resources feels like a betrayal. It's not just about the financial loss—the HR manager is also concerned about the impact on team morale. Employees who stay are left to pick up the slack when skilled individuals leave, and it becomes harder to justify the investment in training when it's unclear whether the company will reap the benefits.
- The HR manager tries to address the issue by conducting exit interviews, but many departing employees express that they feel underappreciated or that there are limited

growth opportunities within the company. Some admit they stayed for the training and left afterward because they now feel more marketable, with the new skills making them eligible for higher-paying positions or roles with better growth potential. The HR manager struggles to understand why employees who are given the tools to succeed within the company choose to leave rather than contribute to its success. This cycle of training employees only for them to move on to competitors has created a sense of frustration and disappointment in the HR department, with the manager wondering how to build a more loyal and engaged workforce without sacrificing investment in employee development.

Questions:

1. What are the main reasons employees leave the company after attending training programs, and how can these be addressed by the HR department?
 2. How does the company's investment in employee training impact employee retention and morale within the organization?
 3. What strategies can the HR manager implement to encourage employees to stay with the company after receiving training, and prevent them from seeking opportunities elsewhere?
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