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BACHELOR OF BUSINESS ADMINISTRATION (B.B.A.)
EXAMINATION: DECEMBER - 2024
SEMESTER - V

Sub.: Training and Development (BBA22-515HRM)

Date : 24/12/2024

Total Marks : 60

Time: 10.00 am To 12.30 pm

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

Q. 1. Choose the most appropriate option. (05)

1. What is the primary objective of training in an organization?
 - a) To increase employee turnover
 - b) To improve employee performance and skills
 - c) To reduce employee engagement
 - d) To promote workplace conflicts
2. What does "training" mean in the context of professional development?
 - a) Formal education in an academic institution
 - b) Learning through hands-on experience only
 - c) Structured learning to increase job-related competencies
 - d) Participating in team-building activities
3. Which of the following is true regarding the nature of training?
 - a) It is a one-time event with no follow-up
 - b) It focuses only on the personal development of employees
 - c) It is a continuous process aimed at improving performance
 - d) It is irrelevant to employees' future roles
4. How can HRD professionals measure the success of a training program?
 - a) By tracking only the attendance rate of employees
 - b) By collecting feedback from employees, supervisors, and assessing performance improvements
 - c) By focusing only on the number of hours spent in training
 - d) By checking if employees completed the program on time
5. Which of the following is a key responsibility of a Training Specialist?
 - a) Conducting performance reviews of employees
 - b) Identifying training needs and designing training programs
 - c) Managing employee attendance records
 - d) Setting employee compensation and benefits

Q. 2. State True / False (05)

1. Identifying job competencies is primarily done to improve the recruitment process and hire the most suitable candidates.
 - a) True
 - b) False
2. Training for performance focuses on improving job-specific skills to enhance an employee's current performance.
 - a) True
 - b) False
3. The first step in the training process is typically the design of the training program.
 - a) True
 - b) False
4. The HRD function is solely responsible for conducting employee performance evaluations.
 - a) True
 - b) False
5. A training specialist is responsible for identifying training needs, designing programs, and evaluating their effectiveness.
 - a) True
 - b) False

Q. 3. Write Short notes on (Any Three) (15)

1. Stages involved in the training process
2. Off-the-job training
3. Competency based training
4. Role of feedback in training practices
5. Concept of "Train the Trainer"

Q. 4. Answer in detail (Any Two) (20)

1. What is the purpose of training in the workplace or organizational context?
2. How would you define training, and how does it differ from other forms of education or instruction?
3. What are the four levels of the Kirkpatrick Model of Training Evaluation?
4. What are the best practices for designing an effective training program?

Q. 5. Case study (15)

In a large organization, the employees of the sales team have been facing challenges with customer relationship management (CRM) tools. Their struggle to use the software effectively is causing delays in processing orders and a decline in customer satisfaction. After a series of performance evaluations and discussions with team leaders, it was clear that the primary need for the sales team was focused training on the CRM system. The employees needed a hands-on, in-depth training session that would address their specific difficulties with the software, including data entry, report generation, and customer tracking.

However, when the HR manager reviewed the situation, he insisted that the team undergo leadership training instead, arguing that it was a more general and broad-based development program that could help the employees build leadership qualities. His rationale was that the company had a training target to meet for the quarter, and leadership training was part of a company-wide initiative to foster leadership skills across all levels of the organization. Although leadership training is valuable, it was not the immediate need of the sales team. The HR manager's decision was motivated more by the desire to meet his training targets than by the actual requirements of the employees. The team, however, felt that the leadership program was irrelevant to their day-to-day tasks, which were primarily focused on improving technical skills related to CRM software.

This mismatch between the training offered and the team's actual needs led to frustration among employees. The sales team felt that their concerns were being overlooked, and the training provided was not addressing the root causes of their challenges. The HR manager, on the other hand, was focused on fulfilling organizational training metrics, not tailoring training to the specific needs of employees. This situation highlighted a key issue in employee development — that training should always be driven by the actual needs and challenges of the employees rather than being influenced by arbitrary targets or general programs that do not align with immediate job requirements. Effective training should be customized to enhance employee performance and support the organization's goals, not merely to meet quantitative targets.

Questions:

1. How can the HR manager balance the need to meet training targets with the actual skill gaps and specific needs of employees in the sales team?
2. What impact might the mismatch between the required CRM training and the leadership training have on employee morale and performance in the sales team?
3. What steps can be taken to ensure that future training programs are more effectively tailored to the specific needs of employees, rather than being driven by organizational targets alone?

Prepare a SWOT analysis of the above case.