

TILAK MAHARASHTRA VIDYAPEETH, PUNE
BACHELOR OF BUSINESS ADMINISTRATION (B.B.A.)
EXAMINATION: DECEMBER - 2025
SEMESTER - IV

Sub.: Training and Development (BBA23-415HRM)

Date : 31/12/2025

Total Marks : 60**Time: 2.00 pm to 4.30 pm**

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

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

1. Training is generally considered a _____
 - a) One-time event
 - b) Waste of money
 - c) Continuous process
 - d) Festival activity
2. “Development” focuses more on _____
 - a) Long-term growth
 - b) Only daily tasks
 - c) Financial audits
 - d) Product packaging
3. Training Need Analysis identifies _____
 - a) Market share
 - b) Sales trends
 - c) Employee salary issues
 - d) Training gaps
4. One responsibility of a training specialist is to _____
 - a) Identify training methods
 - b) Prepare financial audits
 - c) Hire customers
 - d) Monitor office cleanliness
5. A good training plan must have _____
 - a) Random information
 - b) Fixed punishment
 - c) Clear objectives
 - d) Personal opinions

Q. 2. State True / False (05)

1. Implementation of training means Conducting the training session
a) True
b) False
2. Diversity training promotes Discrimination
a) True
b) False
3. Management Development Program (MDP) aims at improving leadership skills
a) True
b) False
4. Coaching is usually done by accountants.
a) True
b) False
5. The first level of Kirkpatrick Model is Results
a) True
b) False

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

1. Nature and scope of employee training
2. Benefits of training for employees
3. On-the-job training
4. Role of HRD in training and development
5. Coaching and mentoring

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

1. Define Training. Explain the stages involved in the training process.
2. Explain the four levels of the Kirkpatrick model with examples.
3. What challenges do organizations face during training evaluation?
4. What are the essential components of a training plan? Describe the steps involved in designing a training module.

Q. 5. Case study (15)

At Horizon Finance Services, the HR department recently organized a series of in-house training programs aimed at improving employees' communication, customer handling and conflict resolution skills. To conduct these sessions, the company hired an external trainer with an impressive profile and prior industry experience. Management believed that the sessions would enhance employee performance and customer satisfaction.

However, within the first two weeks, dissatisfaction started building among department heads and employees. The training sessions were often delayed because the trainer arrived late or spent too much time setting up. The content delivered felt outdated, theoretical and disconnected from the company's real operational challenges. Employees reported that the trainer focused heavily on generic motivational stories instead of practical skill-building activities.

Team leaders noticed that employees were returning from training without any improvement in performance. Some even felt more confused because the examples and case studies used by the trainer were from unrelated industries. Management also observed that the trainer provided minimal interaction, rarely encouraged group activities and responded vaguely when employees asked for clarity.

HR reviewed the feedback forms submitted by participants, and the comments were consistently critical. Many employees mentioned that the sessions were monotonous, lacked structure and did not address their day-to-day issues. Several employees started avoiding the training by citing work pressure, which further worried management.

Despite these concerns, the trainer continued with the ongoing schedule because the company had already signed a contract for the full training cycle. Management is unsure whether to terminate the contract early, revise the training approach or provide the trainer with feedback for improvement. The issue remains unresolved and employees continue to attend sessions without visible benefit.

Questions:

1. How effectively was the trainer evaluated and selected before assigning the training program?
 2. What methods can be used to assess whether the training content aligns with employees' actual skill gaps and job requirements?
 3. What corrective actions can management take to improve training outcomes without disrupting ongoing operations?
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