

TILAK MAHARASHTRA VIDYAPEETH, PUNE
BACHELOR OF BUSINESS ADMINISTRATION (B.B.A.)(071)
EXAMINATION: DECEMBER - 2025
SEMESTER - V
Sub.: Training and Development (BBA22-515HRM)

Date : 23/12/2025**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. Training mainly focuses on
 - a) Increasing salary
 - b) Improving employee skills
 - c) Advertising products
 - d) Customer complaints
2. The need for training arises due to
 - a) High profits
 - b) Public holidays
 - c) Entertainment
 - d) Skill gaps
3. Induction training is given to
 - a) Old employees
 - b) HR managers only
 - c) New employees
 - d) Customers
4. Training improves
 - a) Absenteeism
 - b) Productivity
 - c) Conflicts
 - d) Errors
5. The first step in training process is
 - a) Budgeting
 - b) Conducting training
 - c) Feedback
 - d) Training Need Analysis

Q. 2. State True / False (05)

1. Job analysis helps in identifying Company logo
 - a) True
 - b) False
2. Kirkpatrick Model has 2 levels.
 - a) True
 - b) False
3. A good evaluation system should be biased
 - a) True
 - b) False
4. Mentoring is generally long-term
 - a) True
 - b) False
5. "Train the Trainer" programmes aim to develop trainers skills.
 - a) True
 - b) False

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

1. Need for training in modern organizations
2. Types of training
3. Benefits of training for employers
4. Off-the-job training
5. Job competency

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

1. What is Training Need Analysis (TNA)? Why is it important?
2. Describe the steps in designing a training plan. How is a training programme implemented effectively?
3. Define training evaluation and explain its purpose. Why is training evaluation important for organizations?
4. What is the role of "Train the Trainer" programmes in organizations? Explain in detail.

Q. 5. Case study (15)

At NexaTech Solutions, the Human Resource Department recently introduced a new training facility aimed at enhancing employee skills in project management, communication, and software tools. The initiative was expected to boost productivity and streamline operations. However, within a month of its launch, dissatisfaction among employees began to grow.

Many employees felt that the training modules were outdated and did not align with the company's current technological requirements. The sessions were heavily theory-based, offering little scope for hands-on application. Employees working in client-facing roles complained that the training did not address the real challenges they encountered in day-to-day tasks. Moreover, the training schedule often overlapped with peak work hours, causing employees to rush through assignments or stay late to complete their workloads.

Several team leads reported that employees returned from training sessions feeling more confused than before, as the trainers lacked practical industry experience. Some employees voiced concerns that the company had invested in the training facility merely to fulfill compliance requirements rather than genuinely support development.

Despite multiple complaints, HR maintained that the new training center was a significant improvement and encouraged employees to "adapt to the new system." This created frustration, with employees feeling unheard and undervalued. Productivity began to decline subtly, and team morale dropped as employees questioned whether the training was truly beneficial or simply an additional burden.

Although HR has acknowledged the feedback, no concrete steps have been taken so far. Employees continue to participate in the training programs reluctantly, hoping that their concerns will eventually be addressed. The tension remains unresolved, and the impact on performance is gradually becoming more visible.

Questions:

1. How effectively were training needs identified before designing the new training facility and modules?
2. To what extent do the current training programs align with job roles, skill gaps and real workplace challenges?
3. What evaluation methods can be used to assess the effectiveness of the training and gather actionable feedback from employees?