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MASTER OF BUSINESS ADMINISTRATION (M.B.A.)
EXAMINATION: DECEMBER -2025
SEMESTER - III

Sub.: Training & Development (MHRM 304/MBA24-HRM303)

Date : 26/12/2025

Total Marks : 60

Time: 2.00pm to 4.30pm

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

Q. 1. Write Short notes on (Any Three) (15)

1. Methods used in needs assessment
2. Any four traditional training methods
3. Use of technology in training
4. Strengths and limitations of classroom training
5. Training styles used by trainers

Q.2. Answer in detail (Any One) (10)

1. Explain the meaning of each stage in Donald Kirkpatrick's model.
2. Compare between in-house trainers and outsourced training consultants.

Q.3. Answer in detail (Any One) (10)

1. Illustrate how post-training follow-up sessions can improve employee performance.
2. Discuss who should participate in the needs assessment process and why.

Q. 4. Answer in detail (Any One) (10)

1. Demonstrate how interview techniques can be used to gather training needs information from employees.
2. Explain the difference between traditional and modern training methods.

Q.5. Case study (15)

The HR department of NovaTech Industries recently conducted a two-day training program on "Customer Relationship Excellence" for its sales team. The program was organized by the training coordinator, Ms. Priya Sharma, who managed scheduling, logistics, and coordination with the external trainer. The sessions seemed smooth on the surface—attendance was full, the trainer delivered the planned modules, and materials were distributed on time.

However, unlike the usual practice, Ms. Priya did not conduct any post-training evaluation or collect feedback from the participants. No questionnaires were circulated, no online feedback forms were shared, and no informal discussions were held. As a result, management had no insight into whether the training objectives were achieved, what the trainees learned, or whether the training had any impact on their performance.

Within a week, subtle issues began to surface. Some employees felt the examples covered were outdated, while others found the content too theoretical. Several participants felt the training didn't address real customer challenges they faced daily. But with no formal channel to share their thoughts, these concerns remained unspoken. The management assumed the training was successful, unaware of the gaps—and the problem remained unresolved.

Questions:

1. How would you evaluate the impact of the training program in the absence of formal feedback or post-training assessments?
2. What systems or tools would you introduce to ensure consistent and effective training evaluation in the future?
3. How would you address trainee concerns that were not captured due to the lack of feedback collection?