



ADMISSION NUMBER

School of Finance and Commerce

**Bachelor of Business Administration in Financial Investment Analysis
Semester End Examination - Aug 2024**

**Duration : 180 Minutes
Max Marks : 100**

Sem VI - H1UA605T - Training and Development

General Instructions

Answer to the specific question asked

Draw neat, labelled diagrams wherever necessary

Approved data hand books are allowed subject to verification by the Invigilator

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| 1) | Define development. | K1(2) |
| 2) | In the changed economic scenario of the country, why has training assumed importance? Elucidate. | K2(4) |
| 3) | What is training and why is it necessary? | K2(6) |
| 4) | Elucidate the various categories of beneficiaries of training and the benefits available to them. | K3(9) |
| 5) | Describe the Competence analysis and Performance Appraisal Approach of TNA. | K3(9) |
| 6) | Discuss the behaviourism theory of learning. | K5(10) |
| 7) | Training is influenced by trends in other disciplines, demographics, politics, technology and a number of other domains. Explain the critical uncertainties confronting training. | K4(12) |
| 8) | Explain how do external changes in the environment of business affect the training and development function in human resource departments? Justify your answer with practical illustrations. | K5(15) |
| 9) | McGhee and Thayer introduced a framework for understanding the needs-assessment process. Identify and explain the framework. | K5(15) |
| 10) | Mr. Borkar is the Manager of Directory Services at BSNL, Pune. He is responsible for a staff of eight supervisors and nearly 100 directory assistance operators. If you lived in Mumbai and called "197" for directory assistance, you would find yourself talking with one of BSNL employees. The position of Telephone Assistance Operator (TAO) requires a pleasant speaking voice, familiarity with the telephone company's computer-operated directory, and knowing the answers to several dozen frequently asked questions. In an average year, BSNL, Pune experiences about a 30 per cent turnover among TAOs. Mr. Borkar recently completed a course in Human Resource Management at a local college and, as a result, began to wonder why BSNL, Pune did not provide a short, formal training programme for the TAO. At present, new hires are given a ten minute tour of the offices and a two-page printed sheet with directions on how to operate a computer terminal and answer the frequently asked questions. New employees are then shown their | K6(18) |

work area introduced to their supervisor, and told to start. It concerns Borkar that many new TAOs complain for several months about being uncomfortable in their jobs, complaints from supervisors that it usually takes ninety days for a new TAOs to be fully competent, and that part of the 30 percent turnover may be due to inadequate TAO Training. 1. Do you think training is needed here? If you were Borkar, would you want to do anything that would be better answer to this question? 2. If Borkar did request the implementation of a training programme, what do you think the programme should include?