



**Biyani Institute of Science and Management**  
**I Internal Examination 2019-20**  
**MBA (III Semester)**  
**Subject- Training and Development (M 330)**



**Time: 1.30 Hrs.**

**Set: A**

**MM: 30**

**[I] Subjective Questions (Attempt any two questions)**

**(2\*10=20)**

- 1) What is learning. State the basic principles of learning.
- 2) Define training .Elaborate the process of training.
- 3) Define traditional training methods and its types.

**[II] Case Study – Compulsory**

**(1\*10=10)**

**HOW COME THEY MAKE MORE THAN ME?**

Fran Jefferson began her job as the supervisor of the training department of Metro Bank and Trust Company almost four years ago. She was generally pleased with the four trainers and one secretary in her unit. Indeed, Fran took pride in her ability to create a high morale and high performance unit. This was particularly pleasing to Fran because they were constantly busy and barely able to keep up with the volume of training expected from them.

Then, early on Wednesday morning Fran's secretary, Judy Martin, knocked on Fran's door and asked to see her .Fran liked Judy and considered the secretary to be one of her stars. Indeed, in an effort to develop Judy's talents and abilities, Fran had gone out of her way to give JUDY special assignments, including her in all the major planning activities of the department and entrusting her with the administration of certain departmental programs, such as tuition assistance and evaluation follow through .By now, Judy functioned more as an administrative aide than as a secretary.

It was clear that Judy was upset about something as she seated herself in the chair next to Fran's desk. Slowly, Judy placed a job posting application form in front of Fran. She would not look her supervisor in the eyes.

Fran was surprised, to say the least. As far as Fran knew, Judy liked both her job and working in the training department. In turn, everyone else in the department liked and respected Judy.

Fran looked over the form and said casually, "so you want to post for the executive secretary job in the branch management division". She paused, "could I ask you for some additional information, Judy?. I m kind of surprised ". Judy looked at her clasped hands, thinking Fran waited.

Finally Judy looked up and said:" I noticed in last weeks job posting that the executive secretary position is graded as 14.Now that's two grades higher than my job."

She caught her breath " you know my friend MARY JOHNSON works over there. She told me that half the time the secretary sits around doing nothing "

Judy continued, gathering some anger in her look and resentment in her voice " look, Fran, you know how hard I work, how hard we all work, around here. I mean, I am always busy. I don't see why I should work in a job graded at a 12 and work twice as hard and yet not to be paid the same as that secretary. The job requirements for the job are just a little higher than mine, and the merit raise you gave me last month hardly helped at all".

Fran listened, then she replied " it sounds to me, Judy, that you are feeling angry because yo u think you should be paid more for the work you do and that you want to switch jobs rather than put up with things as they are. Am I right ? Judy nodded her head in agreement

Fran knew, though, that the metro job evaluation system was up to date and that the executive secretary position to which Judy referred did require additional background experience, skills and responsibilities beyond what was needed in Judy's current job. Because her secretary was such a good employee and a nice person, Fran was quiet concerned. She felt strongly that moving to the executive secretary job would not be what Judy really wanted, and she hated to lose Judy, especially if her decision was based on faulty reasoning and the move would not be good for her. Fran tried to figure out what to do.

- 1) What are the reasons given by Judy Martin for wanting to post for opposition in another department? What points are accurate and which are debatable? How should Fran respond to Judy's request to transfer?



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**Time: 1.30 Hrs.**

**Set: B**

**MM: 30**

**[I] Subjective Questions (Attempt any two questions)**

**(2\*10=20)**

- 1) Explain learning theories in detail
- 2) Explain training with its three models in detail
- 3) What is e learning? Explain its features , advantages and disadvantages

**[II] Case Study – Compulsory**

**(1\*10=10)**

One Monday morning Sanjay Nagpal, a recent recruit from a reputed management institute in Chennai walked into the sales office at Manipal as a new sales trainee. Raghavan the zonal sales manager for a large computer hardware firm was there to greet him. Raghavan's job consisted of overseeing the work of sales officer, field executives and trainee salesman numbering over 50 of 3 areas namely Karnataka, Bangalore, Trivandrum. The sales growth of computers, parts, and other office equipments in his area was highly satisfactory, especially in recent years- thanks to the development initiatives taken by respective state govt. in spreading computer education in office, schools, colleges, banks and other institutions. Raghavan had collected several sales reports, catalogues, pamphlets describing in detail the types of office equipments sold by the company. After a pleasant chat about their backgrounds, Raghavan gave Sanjay the collected material and showed him to his assigned desk. Thereafter Raghavan excused himself and did not return. Sanjay spent the whole day scanning the material and at 5 pm. He picked up his things and went home.

- 1) What do you think about Raghavan's approach for training programme?