

## MBA-II Sem.-3 &amp; 5 Examination

HRM

HRD

Time : 2-30 Hours]

January-2025

[Max. Marks : 70

Note: All questions carry equal marks unless mentioned otherwise.

Q.1 Define the following concepts:

1. Performance gap
2. Skill
3. Transfer of learning
4. Task Analysis
5. Lesson Plan
6. Role Playing
7. Multi-rater assessment

Q.2 Write Short notes (any two):

1. Meaning, merits, and limitations of Kirkpatrick model
2. Factors that guide the decision whether to purchase a training program.
3. Comparison of performance appraisal and potential appraisal.

Q.3 Answer any one:

1. Explain the process of identifying training needs.
2. Explain the process of preparation of the training budget and managing desirable Return on Investment (ROI)

Q.4 Explain in brief the design phase of HRD process.

OR

Q.4 Explain in brief the delivery phase of HRD process.

Q.5 For the MetroCore Drilling Company, a training program has recently been concluded. Based on the information gathered from the staff, make the calculations as required below:

The program consultants charges Rs. 150,000 for the development of training materials.

The trainer fees amounted to Rs. 80,000. Venue and equipment rental cost was Rs. 50,000.

50 employees attended the 2-day training, where their monthly salary was Rs. 45,000.

Refreshments and miscellaneous expenses amounted to Rs. 20,000

As against the expenses, the increase in customer satisfaction led to additional sales worth Rs. 750,000. Also, the reduction in customer complaints saved Rs. 200,000 in support costs. Finally, improved efficiency reduced overtime, saving Rs. 100,000

Calculate:

- a) The total cost of training. (3 marks)
- b) The total monetary benefits of the training. (3 marks)
- c) The ROI percentage for this training program. (3 marks)
- d) Interpret the ROI result. Is this training program financially justified? How can the training be improved? (5 marks)