UNIT I: Introduction to Training and Development

⬚ Long-Answer Questions

1. Explain the concepts and rationale of training and development in organizations.

2. Differentiate between training, development, and education with examples.

3. Describe the overview of training and development systems in a company.

4. Discuss the key steps in organizing a training department.

5. Explain the importance of having training and development policies in an organization.

6. What are the requisites of effective training? Explain in detail.

7. How does training contribute to organizational performance?

8. Discuss the role of a training manager in planning and implementing training programs.

9. Explain the relationship between education, training, and development.

10. Describe the challenges faced in managing training and development in modern organizations.

⬚ Short-Answer Questions

1. Define training.

2. What is development in the context of HR?

3. Mention one difference between training and education.

4. What is the purpose of training and development systems?

5. Name one key function of a training department.

6. Define training policy.

7. What is meant by 'requisites of effective training'?

8. Who is responsible for organizing training in an organization?

9. Give one reason why organizations invest in training.

10. Mention one benefit of training for employees.

⬚ MCQs

1. Training mainly focuses on:
   - o A. Long-term skills development
   - o B. Current job skills ⊠
   - o C. Academic knowledge
   - o D. Retirement planning

2. Development is primarily aimed at:
   - o A. Immediate job tasks
   - o B. Future roles and growth ⊠
   - o C. Learning hobbies
   - o D. Legal compliance

3. Education differs from training because it is:
   - o A. Practical only
   - o B. Broader and theoretical ⊠
   - o C. Short-term
   - o D. Job-specific

4. The training department is responsible for:

- o A. Hiring employees
- o B. Designing training programs ☒
- o C. Product development
- o D. Payroll management

5. Training and development policies:

- o A. Are optional
- o B. Guide training activities ☒
- o C. Reduce training needs
- o D. Increase costs unnecessarily

6. Effective training requires:

- o A. Clear objectives ☒
- o B. Random topics
- o C. No evaluation
- o D. Long duration only

7. Training improves:

- o A. Employee skills ☒
- o B. Company profits only
- o C. Marketing strategies
- o D. Legal policies

8. Who organizes training programs?

- o A. Sales manager
- o B. Training manager ☒
- o C. Accountant

- o D. IT department

9. Training is important because it:

   - o A. Enhances productivity ⊠

   - o B. Increases absenteeism

   - o C. Limits employee growth

   - o D. Confuses workers

10. Development focuses on:

   - o A. Job rotation

   - o B. Career growth ⊠

   - o C. Salary increments

   - o D. Daily tasks

UNIT II: Training Needs Assessment (TNA) and Learning Theories

☐ Long-Answer Questions

1. Define Training Needs Assessment and explain its purpose.

2. Discuss the different methods used for conducting a Training Needs Assessment.

3. Explain the process of organizational analysis in TNA.

4. Describe person analysis and its role in TNA.

5. What is task analysis? How is it conducted?

6. Discuss the types of outputs generated from a Training Needs Assessment.

7. Explain the significance of learning theories in designing training programs.

8. Describe the classical conditioning theory and its application in training.

9. Explain the social learning theory and its relevance to training.

10. Discuss how adult learning principles influence training design.

⬚ Short-Answer Questions

1. What is Training Needs Assessment?

2. Name one purpose of TNA.

3. Define organizational analysis.

4. What does person analysis focus on?

5. Define task analysis.

6. Give one method used for TNA.

7. What is classical conditioning?

8. Mention one learning theory.

9. What is social learning theory?

10. Name one output of TNA.

⬚ MCQs

1. Training Needs Assessment helps to:

   - o A. Determine training gaps ⊠

- o B. Hire employees
- o C. Manage payroll
- o D. Plan marketing

2. Organizational analysis examines:

   - o A. Individual performance
   - o B. Company goals and resources ☒
   - o C. Task skills
   - o D. Employee motivation

3. Person analysis focuses on:

   - o A. Individual training needs ☒
   - o B. Job description
   - o C. Market trends
   - o D. Product design

4. Task analysis is concerned with:

   - o A. Learning theories
   - o B. Job-specific skills and duties ☒
   - o C. Salary structure
   - o D. Customer feedback

5. One method of conducting TNA is:

   - o A. Surveys ☒
   - o B. Advertising
   - o C. Legal audits
   - o D. Product launch

6. Classical conditioning is a:

- ○ A. Behavioral learning theory ☒
- ○ B. Cognitive theory
- ○ C. Social theory
- ○ D. None of the above

7. Social learning theory emphasizes:

- ○ A. Learning by observation ☒
- ○ B. Trial and error
- ○ C. Punishment only
- ○ D. Forgetting

8. Learning theories help trainers to:

- ○ A. Design effective programs ☒
- ○ B. Manage budgets
- ○ C. Hire staff
- ○ D. Conduct interviews

9. Adult learning principles stress:

- ○ A. Experience-based learning ☒
- ○ B. Rote memorization
- ○ C. Punishment
- ○ D. Group isolation

10. Output of TNA can include:

- ○ A. Training objectives ☒
- ○ B. Budget cuts

- o C. Salary increases

- o D. Market research

UNIT III: Designing, Conducting & Evaluation of Training Programs

⬜ Long-Answer Questions

1. Discuss the various areas of training in organizations.

2. Explain different types of training methods with examples.

3. Describe the system's approach to training.

4. How do you design an effective training program? Discuss contents and scheduling.

5. What factors are considered while selecting a trainer?

6. Explain the different types of teaching aids used in training.

7. Describe the Kirkpatrick Model of Training Effectiveness.

8. Explain the CIRO Model of training evaluation.

9. Discuss various methods used for evaluating training effectiveness.

10. What challenges do organizations face in conducting training evaluation?

⬜ Short-Answer Questions

1. Name two types of training.

2. What is system's approach to training?

3. Mention one content typically included in training programs.

4. Define training scheduling.

5. What is a training method?

6. Name one teaching aid.

7. What does the Kirkpatrick model evaluate?

8. Define the CIRO model.

9. Give one method of training evaluation.

10. What is training effectiveness?

⬚ MCQs

1. On-the-job training is an example of:

   - o   A. Classroom training

   - o   B. Experiential training ⊠

   - o   C. Online training

   - o   D. None

2. The system's approach to training emphasizes:

   - o   A. Random training

   - o   B. Structured and planned training ⊠

   - o   C. No evaluation

   - o   D. Only theory

3. Training scheduling refers to:

   - o   A. Deciding training dates and times ⊠

- o B. Trainer selection

- o C. Budget planning

- o D. Venue selection

4. Teaching aids include:

   - o A. Videos and slides ☒

   - o B. Marketing materials

   - o C. Financial reports

   - o D. Job descriptions

5. Kirkpatrick model evaluates:

   - o A. Only reaction

   - o B. Reaction, learning, behavior, and results ☒

   - o C. Cost only

   - o D. Training length

6. The CIRO model stands for:

   - o A. Context, Input, Reaction, Output ☒

   - o B. Cost, Impact, Revenue, Output

   - o C. Content, Input, Return, Outcome

   - o D. None of these

7. Training evaluation is necessary to:

   - o A. Reduce expenses

   - o B. Measure effectiveness ☒

   - o C. Hire trainers

   - o D. Design curriculum

8. Classroom training is mostly:

- A. Informal
- B. Formal ☒
- C. Experiential
- D. Online

9. Selecting a trainer depends on:

- A. Knowledge and experience ☒
- B. Age
- C. Salary only
- D. Location

10. A challenge in training evaluation is:

- A. Lack of participant feedback ☒
- B. Too many trainers
- C. Excess funds
- D. Easy assessment

UNIT IV: Executive Development and Special Issues in Training

☐ Long-Answer Questions

1. Explain the importance of executive development in organizations.

2. Discuss the steps involved in organizing a management development program.

3. Describe different methods and techniques used in management development.

4. What are the legal issues organizations face in training and development?

5. Explain the significance of cross-cultural preparation in executive development.

6. How does managing workforce diversity impact training programs?

7. Describe sensitivity training and its objectives.

8. Explain the process and importance of succession planning.

9. Discuss the challenges involved in executive development programs.

10. How do organizations measure the effectiveness of executive development initiatives?

☐ Short-Answer Questions

1. Define executive development.

2. Mention one step in organizing management development programs.

3. Name one technique used in management development.

4. What is a legal issue in training?

5. What does cross-cultural preparation involve?

6. Define workforce diversity.

7. What is sensitivity training?

8. What is succession planning?

9. Why is executive development important?

10. Give one challenge in executive development.

❓ MCQs

1. Executive development mainly focuses on:

   - ○ A. Lower-level employees

   - ○ B. Developing leadership and managerial skills ☒

   - ○ C. Technical skills

   - ○ D. Production processes

2. One step in management development is:

   - ○ A. Needs assessment ☒

   - ○ B. Budget cuts

   - ○ C. Marketing analysis

   - ○ D. Product design

3. A common method in management development is:

   - ○ A. Case studies ☒

   - ○ B. Mass production

   - ○ C. Assembly line

   - ○ D. Inventory management

4. Legal issues in training include:

- A. Employment laws compliance ☒
- B. Product design
- C. Sales promotion
- D. None

5. Cross-cultural preparation helps in:

- A. Global assignments ☒
- B. Local sales
- C. Office maintenance
- D. Inventory control

6. Workforce diversity means:

- A. Homogeneous employees
- B. Varied employee backgrounds ☒
- C. Same culture
- D. Single gender

7. Sensitivity training aims to:

- A. Improve interpersonal skills ☒
- B. Increase production
- C. Cut costs
- D. Manage inventory

8. Succession planning prepares:

- A. New products
- B. Future leaders ☒

- o   C. Marketing campaigns

- o   D. Training manuals

9. Executive development programs face challenges like:

- o   A. Budget constraints ☒

- o   B. Unlimited resources

- o   C. Excessive staff

- o   D. Simple evaluation

10. Measuring executive development effectiveness requires:

- o   A. Feedback and performance appraisal ☒

- o   B. Ignoring results

- o   C. Random checks

- o   D. None