



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad-500043

## MASTER OF BUSINESS ADMINISTRATION

### TUTORIAL QUESTION BANK

<b>Course Title</b>	<b>TRAINING AND DEVELOPMENT</b>				
<b>Course Code</b>	CMBB39				
<b>Programme</b>	MBA				
<b>Semester</b>	III				
<b>Course Type</b>	<b>PROFESSIONAL ELECTIVE-II</b>				
<b>Regulation</b>	<b>IARE - R18</b>				
<b>Course Structure</b>	<b>Theory</b>			<b>Practical</b>	
	<b>Lectures</b>	<b>Tutorials</b>	<b>Credits</b>	<b>Laboratory</b>	<b>Credits</b>
	4	-	4	-	-
<b>Chief Coordinator</b>	Ms. B Swathi, Assistant Professor				
<b>Course Faculty</b>	Ms. B Swathi, Assistant Professor				

### COURSE OBJECTIVES:

<b>The course should enable the students to:</b>	
I	Understand the various trends in different organizations and know about the recent trends in training.
II	Able to recognize the importance of training and its needs to an employees working in an organization.
III	Analyze the differences between on the job and off the job training methods and its procedure.
IV	Able to implement and evaluate the training process and know about the different techniques of evaluation.

### COURSE OUTCOMES (COs):

CMBB39.01	Describe the trends in training, career opportunities in training and important concepts of training.
CMBB39.02	Identify the importance of integrating organizational development, strategy, motivation, performance designing with learning process.
CMBB39.03	Demonstrate the concept of motivation, performance and aligning training design with learning process.
CMBB39.04	Discuss about the conduction of Training Need Analysis (TNA) model, different approaches to Training Need Analysis (TNA) and design.
CMBB39.05	Examine organizational constraints, developing objectives, facilitation of learning, and training transfer to job and analyze the training design theory.
CMBB39.06	Analyze the different types of training matching methods with outcomes, lectures and demonstrations.
CMBB39.07	Create the knowledge in games and simulations on the job training methods and computer based training (CBT).

CMBB39.08	Identify the development of training, implementation and transfer of training.
CMBB39.09	Determine the major players in training and development, rational for evaluation, resistance to training evaluation and types of evaluation.
CMBB39.10	Explain the areas of organizational training like orientation training, diversity training, sexual harassment training and team training.

## TUTORIAL QUESTION BANK

UNIT- I			
TRAINING ORGANIZATIONS			
Part - A (Short Answer Questions)			
S No	QUESTIONS	Blooms Taxonomy Level	Course Outcomes (COs)
1	Define training? Differentiate between training and development.	Remember	CMBB39.01
2	Define active learning and adaptive learning.	Understand	CMBB39.01
3	Why training is given to employees in an organization?	Understand	CMBB39.01
4	What is meant by training expects?	Remember	CMBB39.01
5	What is meant by analysis phase?	Understand	CMBB39.01
6	Write about the goal setting theory and write its procedure.	Analyze	CMBB39.01
7	Write about the design phase.	Understand	CMBB39.01
8	Differentiate between trainer and trainee.	Remember	CMBB39.02
9	Give any two technology methods which are used in organizations.	Analyze	CMBB39.02
10	Define about the attitudes? Explain about the attitudes of trainers.	Remember	CMBB39.02
11	How the training is important to employees in an organization?	Understand	CMBB39.02
12	Define about the training strategy.	Remember	CMBB39.02
13	Write about the motivation? How employees get motivated in an organization.	Understand	CMBB39.02
14	Write about the need theories and expectancy theory.	Remember	CMBB39.02
15	Discuss about the reinforcement theory.	Analyze	CMBB39.02
16	Compare OD and training	Analyze	CMBB39.02
17	Why is it important to align learning process with training design?	Remember	CMBB39.02
18	Write a short note on KSAs?	Understand	CMBB39.02
19	Define organizational development?	Remember	CMBB39.02
20	Draw a sketch of training process model?	Remember	CMBB39.02
Part - B (Long Answer Questions)			
1	Define training? Describe about the various steps in training process in an organization.	Understand	CMBB39.01
2	Describe the role of training in organization?	Remember	CMBB39.01
3	What do you mean by training and give the purpose of training in organization detail?	Understand	CMBB39.01
4	Describe about the motivational theories to employee performance.	Remember	CMBB39.02
5	Explain the importance of training objectives? Describe about the training needs in an organization.	Understand	CMBB39.02
6	What are the three basic phases in training strategy?	Remember	CMBB39.01
7	Explain about the training systems and its process in organizations.	Understand	CMBB39.01
8	Explain about the trends in training? Describe about the recent trends in an organization.	Understand	CMBB39.01
9	What is meant by training strategy? Describe about the effective training strategies which are followed in an organization.	Remember	CMBB39.02
10	Explain the career opportunities in training? Describe about the employee opportunities.	Understand	CMBB39.02
11	Define career and career planning? What are the characteristics and need for career planning?	Understand	CMBB39.02
12	Explain the important concepts of training and their meaning?	Understand	CMBB39.02
13	Explain how OD, strategy and training integrated for achieving organizational effectiveness?	Understand	CMBB39.02
14	Explain reinforcement theory by focusing on different types of consequences that result from individual past behavior?	Understand	CMBB39.02
15	Discuss in detail process theories of motivation?	Understand	CMBB39.02
16	Define performance. Explain performance model with its factors and advantages?	Understand	CMBB39.02
17	Discuss how training design can be aligned with learning process. What will be its outcome?	Understand	CMBB39.03
18	What are the steps involved in implementing organization development program?	Remember	CMBB39.02
19	Define career development explain the importance of career development	Understand	CMBB39.02

20	Explain the training criteria that make organizations effective in current trend?	Understand	CMBB39.03
<b>Part - C (Problem Solving and Critical Thinking Questions)</b>			
1	Diagrammatically represent the training process steps and write its importance in each step and its uses to employees.	Understand	CMBB39.01
2	Analyze the purpose of training and its usefulness to the employees in organizations.	Remember	CMBB39.01
3	Discuss the scope and significance of training with suitable illustrations?	Understand	CMBB39.01
4	Collect the recent trends of training programs which are followed in origination.	Remember	CMBB39.02
5	Discuss in detail the training practices followed in learning process	Understand	CMBB39.02
6	Define career and career planning. What are the characteristics and need for career planning?	Understand	CMBB39.01
7	Discuss how HR strategy can be formulated with particular reference to training and development?	Understand	CMBB39.02
8	Explain why OD has to be integrated with organizational strategy with the help of planned change model.	Understand	CMBB39.02
9	Explain the process of organizational development aligning with training and motivation	Understand	CMBB39.02
10	Discuss how training design can be aligned with learning process. What will be its outcome?	Understand	CMBB39.02
<b>UNIT-II</b>			
<b>TRAINING NEED AND ANALYSIS</b>			
<b>Part – A (Short Answer Questions)</b>			
1	Define training need analysis.	Remember	CMBB39.03
2	Write any two types of needs analysis.	Understand	CMBB39.03
3	Define positive transfer and explain its main importance.	Remember	CMBB39.03
4	Define the development cost who is involved in training.	Remember	CMBB39.03
5	Explain any two types of training programs.	Understand	CMBB39.03
6	Explain about the over learning.	Remember	CMBB39.03
7	Define about the goal setting? How goals are settled in an organization.	Understand	CMBB39.03
8	Define about the motivation of trainee? How employees are motivated.	Understand	CMBB39.03
9	Explain about the expectations towards training in organizations.	Remember	CMBB39.04
10	What do you mean by individual differences?	Understand	CMBB39.04
11	What do you mean by attracting attention?	Remember	CMBB39.04
12	Explain about the strategic knowledge.	Remember	CMBB39.05
13	Write about the elaboration theory.	Remember	CMBB39.05
14	Write about the organizational analysis.	Understand	CMBB39.05
15	Explain about the zero transfer.	Remember	CMBB39.05
16	Explain the benefits of training design	Remember	CMBB39.05
17	Differentiate between training need analysis and training design	understand	CMBB39.04
18	Discuss the organizational constraints in training?	Remember	CMBB39.05
19	Discuss about different types of theories?	understand	CMBB39.04
20	Differentiate between traditional training and strategic knowledge training	understand	CMBB39.05
<b>Part - B (Long Answer Questions)</b>			
1	Write about the proactive training need analysis (TNA) and reactive training need analysis (TNA).	Remember	CMBB39.04
2	Define Design Of Training? Discuss About The Important Considerations While Designing a training programme.	Remember	CMBB39.04
3	Describe About The Framework Of Conducting training needs analysis (TNA).	Understand	CMBB39.04
4	Explain about the training need analysis (TNA) model.	Understand	CMBB39.04
5	Explain about the factors affecting training design.	Remember	CMBB39.05
6	Discuss about the focus of trainee.	Understand	CMBB39.05
7	Describe about the training design theory.	Remember	CMBB39.05
8	Explain about the motivation of trainee? How the trainees get motivated in an organization.	Understand	CMBB39.05
9	Describe in detail about the elaboration theory.	Remember	CMBB39.05
10	Explain about the gange –briggs theory in detail.	Remember	CMBB39.05
11	List out the output of TNA.Discuss in detail organizational analysis?	Understand	CMBB39.04
12	How operational analysis does helps in knowing what is required by employees?	Remember	CMBB39.05

13	Write about the comparative analysis between organizational analysis and person analysis used in assessing the requirements in training process	Understand	CMBB39.05
14	Explain the phases and benefits of training design model.	Remember	CMBB39.05
15	Explain the need and concern for developing training objectives	Understand	CMBB39.05
16	Discuss the differences observed in learning styles.	Remember	CMBB39.05
17	What are the different design theories available for effective training design?	Understand	CMBB39.05
18	Explain in detail about the social learning theory	Remember	CMBB39.04
19	What is TNA? What is the role of individual motivation in training?	Understand	CMBB39.04
20	Discuss in detail about training objectives?	Understand	CMBB39.04
<b>Part - C (Problem Solving and Critical Thinking Questions)</b>			
1	“Training programs are found to be influenced by some organizational constraints”. Explain them.	Understand	CMBB39.04
2	Discuss about a) Budgeting for training b) Trainee population	Understand	CMBB39.05
3	Explain the impact of individual differences in making training effective	Remember	CMBB39.04
4	What is meant by training style? Briefly explain personal needs, power and influence of a trainer.	Understand	CMBB39.05
5	What do you understand by transfer of training? Discuss the three areas focuses in transfer of training	Understand	CMBB39.04
6	Explain the role of supervisors, peer, trainer, reward system, climate and culture in making transfer of training successful.	Remember	CMBB39.05
7	Explain in detail about Gagne-Briggs theory of instructional design	Remember	CMBB39.04
8	Describe about the various training designs in an organizations.	Understand	CMBB39.05
9	List out the differences between proactive and reactive training in an organization	Remember	CMBB39.05
10	Explain the phases and benefits of training design model	Understand	CMBB39.04
<b>UNIT -III</b>			
<b>TRAINING METHODS</b>			
<b>Part - A (Short Answer Questions)</b>			
1	Define coaching.	Remember	CMBB39.06
2	Give any two advantages of lecture method.	Remember	CMBB39.06
3	Explain about the lecture method.	Understand	CMBB39.06
4	Write about the trainer centered training.	Understand	CMBB39.06
5	What is meant by games and simulations method?	Remember	CMBB39.06
6	Describe about the demonstration method.	Understand	CMBB39.07
7	Write about the trainee centered training.	Remember	CMBB39.07
8	Define case study method.	Understand	CMBB39.07
9	List out the steps in training process.	Remember	CMBB39.07
10	How computer training method is provided in organization?	Understand	CMBB39.07
11	Write about the basket technique.	Remember	CMBB39.06
12	Describe about the role playing training method.	Understand	CMBB39.06
13	What is meant by on the job training?	Remember	CMBB39.06
14	Describe any two methods of games and simulations method.	Remember	CMBB39.06
15	What do you mean by JIT?	Understand	CMBB39.06
16	Write any two advantages of computer based training.	Understand	CMBB39.07
17	Write about the computer training methods.	Remember	CMBB39.07
18	Describe about the mentoring.	Understand	CMBB39.07
19	Write about the multiple role play.	Remember	CMBB39.07
20	Write the disadvantage of case study method.	Understand	CMBB39.07
<b>Part – B (Long Answer Questions)</b>			
1	Describe about the matching methods with outcomes.	Remember	CMBB39.06
2	Define lecturers and demonstrations methods in detail.	Understand	CMBB39.06
3	Describe various on the job training methods in detail.	Remember	CMBB39.06
4	Write about the procedure of case study method.	Remember	CMBB39.06
5	Describe in detail about in basket technique.	Understand	CMBB39.07
6	Write about the merits of in -basket techniques.	Understand	CMBB39.07
7	Define training method. Explain its importance and functions?	Remember	CMBB39.07
8	Define case study method write its advantages of case study method.	Understand	CMBB39.06

9	'Demonstrations increase technical skills' explain	Remember	CMBB39.06
10	List out the advantages and disadvantages of lecture method and demonstration method	Understand	CMBB39.06
11	Describe about the job instruction technique (JIT) and describe its procedure.	Understand	CMBB39.07
12	Write about the computer based training method and write about the advantages and limitations.	Remember	CMBB39.07
13	Describe about the advantages and disadvantages of computer based training	Remember	CMBB39.07
14	Describe disadvantages of case study method?	Understand	CMBB39.06
15	Explain the various methods of games and simulations methods in detail.	Understand	CMBB39.06
16	Describe various of the job training methods in detail.	Remember	CMBB39.06
17	Explain In-basket technique in detail.	Remember	CMBB39.07
18	Explain role play method. Discuss its types along with its effectiveness?	Understand	CMBB39.07
19	What is coaching? Explain the coaching process?	Understand	CMBB39.07
20	Define mentoring. How mentoring can be used more effectively?	Remember	CMBB39.07

### Part – C (Problem Solving and Critical Thinking)

1	Briefly narrate the training technique adopted by Godrej	Understand	CMBB39.06
2	How companies provide training to the employees in an organization?	Understand	CMBB39.06
3	Define straight lecture. Discuss various errors made by lectures in straight lecture and suggest the ways for overcoming such errors. How to use this method effectively?	Remember	CMBB39.07
4	List out the advantages and disadvantages of lecture method and demonstration method.	Remember	CMBB39.06
5	Explain the factors that influence the selection of training methods.	Understand	CMBB39.06
06	Which technique is better between on the job and off the job training methods in organizations to employees.	Understand	CMBB39.06
07	List out the different methods or techniques of on the job training methods with the help of diagrams	Understand	CMBB39.06
08	Discuss the concept of apprenticeship training and show how to use it effectively?	Remember	CMBB39.07
09	Discuss how new technologies make it easier to learn. How do they facilitates transfer of training?	Understand	CMBB39.07
10	Write an overview of Computer Based Training(CBT)?	Understand	CMBB39.06

## UNIT -IV

### IMPLEMENTATION AND EVALUATION OF TRAINING

#### Part – A (Short Answer Questions)

1	Describe any two types of training.	Remember	CMBB39.08
2	Define survey.	Understand	CMBB39.08
3	Write about the interview	Remember	CMBB39.08
4	Write about the basic tips for trainers.	Understand	CMBB39.08
5	Describe about the types of evaluation data.	Understand	CMBB39.08
6	Write the purpose of training evaluation.	Remember	CMBB39.09
7	Describe about the cost/benefit evaluation.	Understand	CMBB39.09
8	Define about the transfer of training	Remember	CMBB39.09
9	Define about the focus groups.	Understand	CMBB39.09
10	Write about the levels of training evaluation.	Remember	CMBB39.09
11	Write about process data .	Remember	CMBB39.09
12	Define about evaluation designs.	Understand	CMBB39.09
13	Write about the cost effectiveness evaluation.	Remember	CMBB39.09
14	Describe about the process of training evaluation.	Understand	CMBB39.09
15	Write the difference between cost/benefit evaluation and cost effectiveness evaluation.	Understand	CMBB39.09
16	Write a short note outcome evaluation.	Remember	CMBB39.09
17	Explain the problems in training evaluation.	Understand	CMBB39.08
18	What is the necessity to evaluate training programmes.	Understand	CMBB39.08
19	Discuss components of program development plan.	Understand	CMBB39.09
20	What is resistance to training?	Remember	CMBB39.09

#### Part – B (Long Answer Questions)

1	Describe about the types of training evaluation instruments.	Understand	CMBB39.08
2	Describe in detail about the purpose of training evaluation.	Remember	CMBB39.08

3	Write about the major players in training development.	Understand	CMBB39.08
4	Write about the ideas for implementing training and ideas for trainers.	Remember	CMBB39.08
5	Describe in detail about transfer of training.	Understand	CMBB39.09
6	Write in detail about the process of training evaluation.	Understand	CMBB39.09
7	Describe about the types of evaluation data.	Remember	CMBB39.09
8	Write about evaluating the cost of training.	Remember	CMBB39.09
9	Explain about the need for the evaluation.	Remember	CMBB39.09
10	Describe about the overview of some systematic approaches to training.	Understand	CMBB39.09
11	Identify the different types of evaluation of training methods.	Understand	CMBB39.09
12	List and explain various alternatives to development.	Understand	CMBB39.09
13	What do you mean by development of training? Explain training development model to show how training development programmes are designed.	Understand	CMBB39.08
14	What is instructional strategy? Write about its components, process and recommendation.	Remember	CMBB39.09
15	What is training? Discuss about the training implementation model.	Understand	CMBB39.08
16	Explain the role of employees and employers in implementing the training and major players in training and development.	Remember	CMBB39.08
17	Explain the following (a) Major players in T&D (b) Training evaluation and its rationale (c) Problems in training evaluation.	Understand	CMBB39.09
18	Explain briefly about the concept of resistance to training with measures of reducing resistance. Discuss rationale to training evaluation.	Understand	CMBB39.09
19	“Training design will change the behavior and attitude of employees” discuss with suitable example.	Remember	CMBB39.08
20	What are the sources of information and areas of application of process data? Write about the factors affecting outcome evaluation. Explain briefly evaluating the cost of training.	Understand	CMBB39.09

### Part – C (Problem Solving and Critical Thinking)

1	How the cost evaluation of training is done in an organization?	Understand	CMBB39.08
2	Collect different types of training evaluation instruments in organizations?	Understand	CMBB39.08
3	Examine some ideas in implementing training and write about the areas of concern in training.	Analyze	CMBB39.09
4	Describe an ice breaker which is used in understanding, communication, collaboration and team building concepts which are emphasized in present day organizations.	Analyze	CMBB39.09
5	What is necessity to evaluate training programmes? How can training and development programs be evaluated for results and effectiveness.	Understand	CMBB39.09

### UNIT –V

### AREAS OF ORGANIZATIONAL TRAINING

#### Part - A (Short Answer Questions)

1	Define orientation.	Understand	CMBB39.09
2	Define diversity training	Remember	CMBB39.09
3	Write any five factors to diversify training.	Understand	CMBB39.09
4	Explain about the sexual harassment training.	Remember	CMBB39.10
5	What do you mean by team training?	Remember	CMBB39.10
6	Define cross functional teams.	Remember	CMBB39.09
7	Write about the cross cultural training.	Understand	CMBB39.10
8	Describe about the competency mapping and write any two objectives.	Understand	CMBB39.10
9	Define talent management.	Understand	CMBB39.09
10	Describe about two models of competency mapping.	Understand	CMBB39.10
11	Define job focused method.	Remember	CMBB39.10
12	List out the approaches to mapping.	Understand	CMBB39.10
13	Write about the story writing method.	Remember	CMBB39.10
14	Write the benefits of competency based assessment at individual level	Understand	CMBB39.09
15	Describe about the expert opinion method and observation method.	Remember	CMBB39.10
16	Explain cross-cultural training.	Understand	CMBB39.09
17	What are the advantages of an effective diverse workforce?	Understand	CMBB39.09
18	Enlist any four outcomes resulting from effective orientations.	Remember	CMBB39.10

19	Explain relevance of cross cultural team in training.	Understand	CMBB39.10
20	What are the characteristics of competency based training assessment.	Remember	CMBB39.10
<b>Part - B (Long Answer Questions)</b>			
1	Describe about the various methods of competency mapping.	Remember	CMBB39.09
2	Write about the benefits of competency mapping.	Remember	CMBB39.10
3	Describe about the objectives of competency mapping.	Understand	CMBB39.10
4	Define talent management training? Write about the tools needed for talent management training.	Apply	CMBB39.10
5	Describe in detail about cross cultural training.	Remember	CMBB39.09
6	Write about the concept of team training.	Understand	CMBB39.09
7	Describe about the sexual harassment training in detail.	Understand	CMBB39.10
8	Describe about the diversity training.	Remember	CMBB39.10
9	Define competency mapping. Explain about the model for competency mapping.	Understand	CMBB39.10
10	Describe about the various benefits of competency mapping.	Remember	CMBB39.10
11	What is orientation? Outline its objectives. What are the components of an orientation programme.		
12	Explain the significance and advantages of orientation training.	Understand	CMBB39.09
13	How training model is useful in orientation training.	Remember	CMBB39.09
14	What is diversity training? Explain the importance of diversity training.	Remember	CMBB39.09
15	Explain the following (a) Orientation training (b) Sexual harassment training	Understand	CMBB39.10
16	What is cross functional teams? Explain how training model is used in developing team training.	Understand	CMBB39.09
17	What is competency based training? Explain its characteristics and process.	Remember	CMBB39.10
18	How can organizations adopt training methods for promoting talent management?	Understand	CMBB39.10
19	Why is the competency based approach been increasingly used by organizations for management development and what advantages this approach has over the traditional management development.	Understand	CMBB39.10
20	Write short note on, (A) Training policy, (B) Training needs (C) Team training (D) Training for talent management	Remember	CMBB39.10
<b>Part – C (Problem Solving and Critical Thinking)</b>			
1	Collect the tools needed for talent management training.	Understand	CMBB34.10
2	List out the benefits and different models of competency mapping.	Understand	CMBB34.10
3	Discuss in detail how sexual harassment training needs to be provided. What are the effective strategies for dealing with sexual harassment?	Understand	CMBB34.09
4	What are the strategies for retaining talent in organizations.	Understand	CMBB34.09
5	What are the phases of orientation programme? State the measures taken for making induction successful.	Understand	CMBB34.10

**Prepared by:**

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