

University of Pune  
Department of Management Sciences (PUMBA)

304 (C) : Training, Development & Performance Management

Max. Marks : 50

Time : 2 ½ Hours

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**Instructions:** Attempt any Five questions. All questions carry equal marks.

1. Analyze in detail all the sources from which the HR department can assess the Training needs. Also mention the training programs which can be undertaken through these TNA (training need analysis) at all 3 levels.
2. If Training adds value to the employee, by enhancing his performance and skills, then why is the employee not open to undergo training? .Analyze the recent trends on this behaviour, justifying reasons.
3. A Company with 115 employees having 85 workers and 30 staff decides to adopt Quality Certification for an Engineering product. All the workers and concerned staff have to be trained for TQM (Total quality management). Make a budget of Direct Cost involved.
4. Derive and explain the formulae for the following:
  - a) ROI of training
  - b) ROTI of training
  - c) No. of hours of training employee
  - d) Development Cost per trained employee.
5. How will you measure the ICPs (Individual Contribution plan) of Marketing Sales for a FMCG Product i.e. Cosmetics (shampoos, soaps etc.). Which Performance measures will you apply?
6. Siddharth and Mani are working in Canteen and R&D respectively. They both are good friends and feel that their performance is not measurable. How would you measure their performance? Apply performance parameters suitable for Cost centers.
7. Write Short notes on any TWO
  - a) Process of Training
  - b) Types of Performance appraisal formats used in different sectors
  - c) Differentiate between Cost and Profit Centers

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