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III Semester M.B.A. (Day/Evening) Degree Examination, May/June - 2025

MANAGEMENT

Learning and Development Human Resources

(CBCS 2019 Onwards Scheme)

Paper : 3.4.3

Time : 3 Hours **Maximum Marks : 70**

SECTION - A

Answer any **Five** questions from the following each question carries **5** marks. **(5×5=25)**

1. Differentiate between Training and Development.
2. Discuss reinforcement for behavior modification.
3. State the benefits of learning to the organization.
4. Briefly explain various types of e-learning methods.
5. Discuss the principles of Andragogy in training.
6. Describe the process of career planning.
7. State the factors affecting career choices.

SECTION - B

Answer any **Three** questions from the following each question carries **10** marks.**(3×10=30)**

8. Define training need analysis. Explain components/levels and processes of training need analysis.
9. Explain
   a) Kirkpatrick's four level Model of Evaluation.
   b) The Phillip's Five level model and CIRO Model.

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10. Describe various methods of training. Differentiate between on - the - job and off - the - job training.

11. State the objectives of HRD. Explain HRD mechanisms.

SECTION - C

12. **Case Study : Enhancing employee Skills at Zenith Tech Solutions.** (1×15=15)

Background :

Tech Solutions is a mid - sized IT services company with 500 employees. The company experienced a sudden decline in project efficiency and client satisfaction. Upon investigation, leadership realized that many employees were using outdated technologies and lacked soft skills required for client communication.

Action Taken :

The HR department launched a comprehensive Learning and Development (L&D) program. It included :

- **Technical Upskilling** : Regular workshops on the latest tools and programming languages.
- **Soft Skills Training** : Sessions on communication, time management, and teamwork.
- **Mentorship program** : Senior employees mentored juniors, promoting knowledge sharing.

The L&D team also introduced a Learning Management System (LMS) to track training progress and encouraged self - paced learning.

Outcomes :

Within 6 months :

- Project delivery time improved by 25%.
- Employee satisfaction scores increased
- Client feedback showed a marked improvement in communication and responsiveness.

Questions :

a) How can the company ensure continuous learning even after the initial success?

b) What challenges might arise in scaling this L&D initiative across different departments or locations?

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