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III Semester M.B.A. (Day & Evening) Degree Examination, April/May - 2026

MANAGEMENT

Learning and Development Human Resources

(CBCS Scheme 2019 Onwards)

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. What is Training Need Analysis? Discuss the Importance of Training Need Analysis.
2. Explain the concept of Career Anchors with examples
3. How can trainers apply Andragogical principles while designing a Management Development Programme?
4. Using examples, explain the various Key forms of 'E-Learning that are ideal for modern training scenario.
5. Explain the various types of 'On-the Job' and 'Off-the-job' Training methodologies, that are usually adopted by Organizations.
6. Differentiate between Training and Development.
7. Briefly explain Organizational Analysis, Task Analysis and Person Analysis.

SECTION - B

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

8. Design a TNA process and a training workshop for the newly recruited sales force of the "XYZ" FMCG Company.
9. Critically examine the models of training evaluation. Compare Kirkpatrick's Model, Kaufman 's Model, CIRO Approach and Philips' ROI Model.
10. Explain the steps involved in the Training and Development process.
11. Explain the "Seven Habits of Highly Effective People" and discuss their relevance in personal and professional effectiveness.

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SECTION - C

12. Compulsory Case Study: (1×15=15)

Zenith Tech Solutions, a fast-growing IT services firm, has recently faced declining client satisfaction scores and project delays. Exit interviews reveal lack of managerial capability, poor communication, and inadequate leadership at middle management levels.

The CEO has approved a substantial budget for a Management Development Programme (MDP). However, the Board insists that:

- The programme must align with business strategy.
- Digital and hybrid learning tools must be integrated.
- The effectiveness must be measurable beyond participant feedback.
- Ethical and risk factors must be considered if experiential/outbound learning is used.

As a Learning & Development Consultant:

a) Propose a structured Training Need Analysis approach suitable for this situation.

b) Design an appropriate Management Development Programme incorporating suitable training methods.

c) Recommend an evaluation model to measure effectiveness up to ROI level.

d) Highlight potential risks and ethical issues in implementing experiential learning methods and suggest safeguards.
