

St. Clare College

Autonomous, Bengaluru

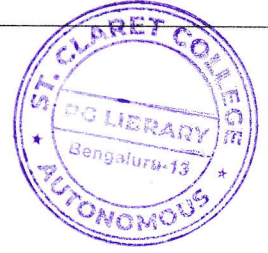
ROLL NO:

DATE:

PG END SEMESTER EXAMINATION-MAY 2026

MBA THIRD SEMESTER

MBADSH 3325: Learning and Development



TIME: 3 hours.

MAX. MARKS: 70

This paper contains TWO printed pages and FOUR parts

Instructions:

1. Verify and ensure that the question paper is completely printed.
2. Any discrepancies or questions about the exam paper must be reported to the COE within 1 hour after the examination.
3. Students must check the course title and course code before answering the questions.

PART-A

Answer SEVEN questions out of NINE. Each answer carries TWO marks.

[2x7 = 14]

1. Differentiate between Training and Learning.
2. Examine the role of HR in building a Learning Organisation.
3. How do Motivational aspects influence the success of a Training Program?
4. Discuss about Modern Instructional Approaches.
5. What is the role of Technology in Training Methods?
6. Explain Criteria Development in Training Evaluation.
7. Describe HRD at the Micro level.
8. Outline the guidelines for effective Career Management.
9. Discuss the alternatives to Training.

PART-B

Answer any FOUR questions out of SIX. Each answer carries FIVE marks.

[5x4=20]

10. Explain the objectives and need for Training and Development in organizations.
11. Examine Organizational Support required for effective Need Assessment.
12. Describe the advantages and dis-advantages of Internal Training Program.
13. Discuss the Training Evaluation process and its importance.
14. Explain the concept and importance of DEI in workplace.
15. You are working as an HR Manager in a manufacturing company that has recently adopted new technology to improve productivity. Design a structured questionnaire to identify the Training Needs of employees in the organization.

PART-C

Answer any TWO questions out of FOUR. Each answer carries TEN marks.

[10X2=20]

16. A growing organization is facing challenges in coordinating its employee training programs. Explain how you would manage Training Administration as the HR Manager to streamline the process.
17. You have recently recruited a group of new employees in your organization who lack experience. Explain the various Training Methods you would use for preparing them to perform effectively in their roles.
18. A company conducted a training program but is unsure of its effectiveness. How would you evaluate it using different Training Evaluation methods? Explain briefly.
19. Explain the different stages of a Career and discuss the steps involved in Career Planning in an organization.

PART-D

Answer the following.

[16X1=16]

20. A logistics and supply chain company experienced a noticeable increase in delivery delays, order errors, and customer complaints over the past few months. While employees were experienced in routine operations, the organization had recently implemented a new warehouse management system and revised operational procedures. Many staff members found it difficult to adapt to the new system due to limited hands-on training and unclear process guidelines.

The workers often depended on trial-and-error methods or informal guidance from colleagues, leading to inconsistent practices and reduced efficiency. Additionally, supervisors lacked the necessary skills to guide their teams through the transition and were unable to effectively address performance gaps.

Employee confidence declined, and frustration grew as errors increased and productivity dropped. Senior management demanded quick improvements in operational accuracy and efficiency but emphasized that daily operations should not be disrupted. The responsibility was assigned to the HR Learning & Development team to create a practical, performance-oriented solution that would improve employee capability and ensure smooth adoption of new systems.

Questions:

- a. Suggest a combination of training methods that would best address both skill gaps and practical application in this case.
- b. Propose a structured training roadmap for new and existing employees to ensure consistent knowledge and skill development.
- c. How would you create a sustainable learning culture that supports ongoing skill development and adaptability to future changes?
