

Reg. No.

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--



MBAS 310

Third Semester M.B.A. Degree Examination, March/April 2026

**BUSINESS ADMINISTRATION
Learning and Development**

Time : 3 Hours

Max. Marks : 70

**SECTION – A
(Compulsory)**

Answer to the question should **not** exceed **6** pages. **(1×15=15)**

1. "The effectiveness of the Training Programme is also dependent on Layout facility and Interactions" – Explain.

SECTION – B

Answer **any five** questions. **Each** question carries **8** marks. Answer to the question should **not** exceed **5** pages. **(5×8=40)**

2. Explain how HRD transforms organizations into learning systems and training serves as the primary learning intervention.
3. Why is Training Needs Assessment (TNA) important before implementing training and development programmes ?
4. What factors should HR managers consider while choosing between On-the -Job and Off-the-Job training methods ? Explain.
5. Explain the relevance of Keller's ARCS Model in improving employee engagement and performance in workplace learning.
6. Explain how continuous monitoring of trainee performance is essential for training success.
7. Explain the Kirkpatrick approach of evaluating training in organisations and mention its merits.
8. Explain the phillips ROI 5 factor model of training evaluation.

Sri Dharmasthala Manjunatheshwara
College of Business Management, Mangalore
Post Graduate Centre for Management
Studies and Research Library

P.T.O.

SECTION – C
(Compulsory)

Answer to this question should **not** exceed 6 pages. (1×15=15)

9. At Rahul Mehta had recently taken charge as the HR Manager at MeruTech Solutions, a mid-sized IT services company facing challenges in employee performance, team coordination, and project delays. For years, the organisation had relied almost entirely on technical workshops and occasional seminars, believing these were sufficient for skill development. However, the company began losing clients due to quality issues and poor leadership at middle-management levels. The CEO, Priya Nambiar, asked Rahul to redesign the company's Management Development Programme (MDP) and evaluate which training methods would deliver the best results. Rahul began by conducting a training needs assessment and interviewing department heads. Most managers reported difficulties in decision-making, conflict resolution, communication, team leadership, and managing project timelines. The problem was not technical competence but lack of managerial capability. The previous MDP relied heavily on classroom lectures and PowerPoint presentations, which managers found monotonous. Some even admitted that they attended sessions only to mark their presence because there was no practical application or follow-up. Rahul realised the company's approach to training needed a complete transformation. He wanted to incorporate a mix of training methods and evaluate the comparative value of each. He studied different methods such as case studies, role play, behaviour modelling, simulations, field trips, panel discussions, and mentoring. He understood that not all methods had the same effectiveness for every competency. For example, classroom lectures were efficient for delivering theoretical knowledge but poor in building behavioural skills. Case studies were useful for analytical thinking but limited in teaching communication. Role play was excellent for interpersonal skills but time-consuming and uncomfortable for some trainees. With this understanding, Rahul designed a new MDP with three phases. The first phase focused on building conceptual knowledge using lectures, online modules, and panel discussions with industry experts. In these sessions, managers explored topics like strategic planning, communication breakdowns, and team motivation. The second phase emphasised behavioural skills through



role play, behaviour modelling, simulations, and group discussions. Managers acted out real workplace situations, learned negotiation techniques, and observed expert demonstrations before practicing the same behaviours. The third phase involved practical exposure through field visits to high-performing organisations and mentoring sessions with senior leaders. This allowed trainees to observe best practices and reflect on how to implement similar improvements at MeruTech. Rahul also introduced measures to make the training and development process more effective. First, he established pre-training and post-training assessments to evaluate knowledge and behavioural improvements. Second, he asked department heads to set performance goals linked to training outcomes, such as reducing project turnaround time or improving client satisfaction scores. Third, he ensured follow-up sessions every month to monitor progress and refresh learning. He believed that learning without reinforcement would quickly fade. Finally, he encouraged top management to participate in the programme so that managers felt supported and motivated. After six months, Rahul conducted an evaluation using the Kirkpatrick model. The results were encouraging. Trainees reported higher engagement, increased confidence, and improved decision-making. Project delivery time was reduced by 18%, and client complaints decreased significantly. The CEO praised the redesigned MDP, noting that the comparative use of different training methods created a balanced and practical learning environment. Rahul concluded that no single method works for all skills; instead, a blended approach tailored to organisational needs makes training and development truly effective.

Sri Dharmasthala Manjunatheshwara
College of Business Management, Mangalore
Post Graduate Centre for Management
Studies and Research Library

Questions :

- a) What problems did MeruTech face due to its earlier approach to Management Development Programmes ?
 - b) Explain how Rahul compared the value of different training methods before redesigning the MDP.
 - c) What steps did Rahul take to make the Training and Development Process more effective ?
 - d) How did the redesigned MDP contribute to improvements in organisational performance ?
-