



USN

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

14MBAHR304

**Third Semester MBA Degree Examination, Dec.2016/Jan.2017**  
**Learning and Development**

Time: 3 hrs.

Max. Marks:100

**SECTION - A**

*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 Define learning. (03 Marks)
- 2 What do you mean by benchmarking? (03 Marks)
- 3 Define competency. (03 Marks)
- 4 List types of training needs. (03 Marks)
- 5 What is an assessment center? (03 Marks)
- 6 What do you mean by protean career? (03 Marks)
- 7 Define executive development. (03 Marks)

**SECTION - B**

*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 How do you classify learning capabilities? (07 Marks)
- 2 Describe learning process. (07 Marks)
- 3 Describe important components of needs analysis. (07 Marks)
- 4 Write in detail ROI framework of training. (07 Marks)
- 5 What is OBL? Write the process. (07 Marks)
- 6 List and write in brief components of career management system. (07 Marks)
- 7 What are the company strategies for providing development of executives? (07 Marks)

**SECTION - C**

*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 Define training. Enumerate and elucidated or interpret different work environment characteristics influencing transfer of training. (10 Marks)
- 2 Describe important learning theories. (10 Marks)
- 3 Elaborate on training design process. (10 Marks)
- 4 Exemplify Kirkpatrick's four level framework of evaluation criteria. (10 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.  
2. Any revealing of identification, appeal to evaluator and /or equations written eg. 42+8 = 50, will be treated as malpractice.



14MBAHR304

- 5 Conceptualize briefly on various important training methods. (10 Marks)
- 6 What are the special challenges in career management in present day scenario? (10 Marks)
- 7 Discuss in detail executive development planning process. (10 Marks)

**SECTION - D**  
**CASE STUDY – [ Compulsory ]**

Pradeep recently became a manager at a local hardware store that employs 8 managers and 50 non-management employees. With the coming of the larger chains such as giant hypermarket to the area, the owner is concerned about losing many of his customers because he cannot compete on the basis of price. The management team met and discussed its strategic response. It determined that the hardware store would focus on particular items of hardware and make personalized service the cornerstone of its effort. Pradeep's responsibility was to train all non-management employees in good customer relations skill: he was given a budget of ₹70,000. The owner gave Pradeep a number of brochures sent to the company over the past few months.

One of the brochures boasted three day's workshop: ₹35000. We will come in and train all your employees (maximum of 50/session) so that any customer who comes to your store once will come again.

Another said, "one-day seminar on customer service skills. The best in the country. Only ₹8000 (maximum participants 70).

A third said, "customer satisfaction guaranteed on our customer satisfaction training for clerks. Three day workshop, ₹25000, maximum participants 25 to allow for individual help."

Pradeep liked the third one, because it provided personalized training. He called the company to talk about its offering. The consultant said that by keeping the number small, he could be able to provide actual work simulation for each of the trainees to practice. He also indicated he would tailor the simulations to reflect the hardware store. Pradeep noted they would need two sessions and asked the consultant if he could take few more per session to accommodate the 50 employees. The consultant agreed. The training went ahead and the cost was under the budget by ₹20000.

***Case questions:***

1. Do you agree with Pradeep's choice? Why? (05 Marks)
2. What other considerations Pradeep be concerned with before choosing a training package? Give a detail. (05 Marks)
3. What will be the success of training if happened as indicated? Do an analysis. (05 Marks)
4. What assessments methods of training you as Pradeep would have used to decide on training consultant? (05 Marks)

\* \* \* \* \*