

Centre for Distance and Online Education  
MMS Programme: Semester – III (2022-2024)  
Human Resources Specialization

**Subject: Training and Development**

75 Marks

**Q.P. Code: 00005434**

**Instructions**

1. Q1 (20 marks) and Q8 (15 marks) is compulsory
  2. Attempt Any Four (40 marks) out of Q2, Q3, Q4, Q5, Q6 and Q7
  3. Students have to attempt any four out of the remaining six questions and within each question; students have to attempt any two out of three sub – questions. Each sub – question would carry 05 Marks
  4. Figures to the right indicate full marks
  5. Draw neat diagrams wherever necessary
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**Q.1. Caselet (20 marks)**

**Caselet:** XYZ Ltd., a medium-sized enterprise, has seen rapid growth in recent years. However, the management has noticed a decline in employee performance and morale. A recent survey revealed that employees feel the current training programs are irrelevant and lack engagement. The management decides to overhaul the training system to align with the company's growth and employee expectations.

**Questions:**

1. What are the main challenges XYZ Ltd. is facing with its current training programs? (5 marks)
2. Suggest ways to align the new training programs with the company's growth and employee expectations. (5 marks)
3. Discuss the importance of employee involvement in designing training programs. How can XYZ Ltd. ensure this involvement? (5 marks)
4. Propose a strategy to evaluate the success of the revamped training programs. What feedback mechanisms would you implement? (5 marks)

**Q2 Any two from (a) or (b) or (c) (10 Marks)**

- a. What are the benefits of Human Resource Development (HRD) to an organization? (5 marks)
- b. Explain how HRD can contribute to the creation of an enabling organizational culture. (5 marks)
- c. Discuss the relationship between HRD and organizational effectiveness. (5 marks)

**Q3 Any two from (a) or (b) or (c) (10 Marks)**

- a. What is the purpose of Training Needs Assessment (TNA)? (5 marks)
- b. Describe the tools and techniques used in TNA. (5 marks)
- c. How can competency modeling enhance the TNA process? (5 marks)

**Q4 Any two from (a) or (b) or (c) (10 Marks)**

- a. Define the term Learning Organization. (5 marks)
- b. Explain the steps involved in developing a Learning Organization. (5 marks)
- c. Discuss the challenges organizations might face in becoming a Learning Organization. (5 marks)

**Q5 Any two from (a) or (b) or (c) (10 Marks)**

- a. Describe the concept of Blended Learning in corporate training. (5 marks)
- b. What are the advantages and disadvantages of Blended Learning? (5 marks)
- c. Provide examples of how Blended Learning can be implemented in training programs. (5 marks)

**Q6 Any two from (a) or (b) or (c) (10 Marks)**

- a. What are the key elements to consider when preparing a training budget? (5 marks)
- b. Explain the process of designing a training calendar. (5 marks)
- c. How can organizations ensure that their training modules are effective? (5 marks)

**Q7 Any two from (a) or (b) or (c) (10 Marks)**

- a. Describe the Kirkpatrick Model of Training Evaluation. (5 marks)
- b. Discuss the importance of measuring ROI in training programs. (5 marks)
- c. Explain how training evaluation can lead to continuous improvement in training programs. (5 marks)

**Q.8 Short Notes:**

**Write short notes on any three of the following (15 marks):**

- a. Competency Mapping (5 marks)
- b. Outbound Training (5 marks)
- c. Role-Play as a Training Method (5 marks)
- d. Cost-Benefit Analysis in Training (5 marks)

**Note:**

**A Student has to separately secure minimum 50% marks in the Internal assessments and secure minimum 50% marks in the Semester End Examination in every subject to be declared as Pass.**