KUMARAGURU
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MBA DEGREE EXAMINATIONS: NOV / DEC 2024

(Regulation 2021)

Second Semester

MASTER OF BUSINESS ADMINISTRATION

P21MBE0170: Learning and Development

COURSE OUTCOMES

CO1: Describe the key concepts associated with learning and development

CO2: Explain the training process and the various methods of training for various categories of employees in a variety of organizational contexts

CO3: Design a training programme for various categories of employees in a variety of organizational contexts

Time: Three Hours **Maximum Marks: 100**

PART A (1Q x 20 Marks = 20 Marks) Case Analysis

1 **Training Challenges at TechSavant Technologies Pvt. Ltd.** CO3 [K$_6$]

TechSavant Technologies Pvt. Ltd., an emerging IT services company based in Hyderabad, India, specializes in providing software solutions and IT consulting to clients across various industries. Founded five years ago, the company has experienced rapid growth, expanding its client base and workforce. With over 1,000 employees, including developers, quality analysts, project managers, and consultants, TechSavant is focused on maintaining a competitive edge in the ever-evolving IT sector. However, despite its growth, the company is facing significant challenges related to its training and development programs. One of the primary concerns at TechSavant is the lack of structured and effective training for new employees, particularly in technical roles. The company relies heavily on a "learn on the job" approach, where employees are expected to quickly adapt to project requirements without sufficient formal training. This has resulted in a steep learning curve for new recruits, especially in specialized areas like cloud computing, AI, and data analytics.

Employees have voiced their dissatisfaction with the training process during internal surveys, citing the inconsistent training programs and lack of mentoring as major concerns. Many new hires, especially fresh graduates, report feeling overwhelmed by the complexity of their roles and the pressure to perform without a clear understanding of the necessary skills and tools. While senior employees often help by providing informal guidance, there is no standardized approach to onboarding or training.

Another critical issue is the inadequate upskilling programs for existing employees. As the technology landscape rapidly changes, employees struggle to keep up with emerging technologies like machine learning, blockchain, and advanced data analytics. The company's training initiatives are primarily reactive, focusing only on immediate project needs rather than providing comprehensive, forward-thinking skill

development. As a result, employees feel they are not getting enough opportunities to advance their skills, leading to frustration and lower job satisfaction.

TechSavant's management team is concerned that these training challenges are contributing to higher employee turnover, especially among the younger workforce. Many employees have left the company to join competitors offering better training programs and career development opportunities. In addition, the lack of skill development is affecting the company's ability to take on more complex projects and scale effectively, limiting its growth potential.

To address these issues, TechSavant's leadership has proposed a series of changes to its training approach. These include implementing a structured onboarding program, introducing blended learning methods (a mix of online courses, workshops, and hands-on training), and creating specialized skill development tracks for emerging technologies. The company is also exploring partnerships with external training providers and online platforms like Coursera and LinkedIn Learning to offer employees access to up-to-date, high-quality content.

Despite these plans, several challenges remain. The HR and Learning & Development (L&D) teams are understaffed, and there is resistance from some senior leaders who feel that the company's current approach is sufficient. Additionally, the cost of implementing a comprehensive training program could put a strain on the company's budget. Therefore, TechSavant's management must carefully balance the need for skill development with the company's financial and operational constraints.

Questions:
1. How can TechSavant design and implement an effective training program that meets both the immediate and long-term needs of its employees while considering the company's budgetary limitations?
2. What strategies can TechSavant adopt to address the resistance to change from senior leadership and ensure the buy-in of all stakeholders in the new training initiatives?

PART B (6Q x 5 Marks = 30 Marks)

2.	Evaluate how different learning styles impact employee engagement and performance	CO2	[K_5]
3.	Compare various types of learning and their application in employee development	CO1	[K_4]
4.	Explain the importance of training needs analysis in improving organizational performance	CO1	[K_2]
5.	Evaluate the effectiveness of the Kirkpatrick Model in assessing training results	CO2	[K_5]
6.	Analyze the role of mentoring in the professional development of high-potential employees	CO3	[K_4]
7.	Evaluate the impact of training for diversity on workplace culture and performance.	CO2	[K_5]

Part – C (5Q x 10 Marks = 50 marks)

| 8. | a) | Analyze the role of learning in shaping employee behavior within an organization. | CO2 | [K4] |

OR

| 8. | b) | Apply the concept of Andragogy to design an effective adult learning program in an organization | CO2 | [K3] |

| 9. | a) | Design a step-by-step framework for conducting a training needs analysis for a new project team. | CO3 | [K5] |

OR

| 9. | b) | Compare different approaches to training needs analysis (TNA) and their relevance in various industries | CO2 | [K4] |

| 10. | a) | Examine the importance of management development programs and their impact on leadership growth | CO3 | [K4] |

OR

| 10. | b) | Evaluate the significance of budgeting in designing a training plan and its impact on training outcomes. | CO2 | [K5] |

| 11. | a) | Apply the ROT (Relevance, Opportunity, and Timing) model to evaluate training outcomes in a specific department | CO3 | [K3] |

OR

| 11. | b) | Compare the effectiveness of different training evaluation models (Kirkpatrick vs. CIRO) in real-world scenarios | CO3 | [K4] |

| 12. | a) | Develop a comprehensive coaching plan to address the leadership gaps in a mid-level management team. | CO2 | [K5] |

OR

| 12. | b) | Evaluate the long-term benefits of management development programs for employee retention and organizational growth | CO2 | [K5] |

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