

**VPM's**  
**DR VN BRIMS, Thane**  
**Programme: MMS (2023-25)**  
**Third Semester Regular Examination December 2024**

<b>Course Name:</b>	Training & Development	<b>Course Code</b>	H-304
<b>Roll No.</b>		<b>Marks</b>	60
<b>Total No. of Questions</b>	6	<b>Duration</b>	3 Hours
<b>Total No. of printed pages</b>	2	<b>Date</b>	02/12/24

**Course Outcome Statements:**

- CO1: Recall the key concepts of training and development for its application in business**  
**CO2. Explain the training process, models, theories, methods of training used for employees development in an organization.**  
**CO3. Identify & Apply the training needs of employees which would help in achieving the goals of an organization.**  
**CO4. Examine the impact of training on various organizational and HR aspects**  
**CO5. Evaluate the effectiveness of training process/ program conducted for employees keeping in mind the benchmarks.**

<b>Instructions: -</b>		<b>Marks</b>	<b>BL</b>	<b>CO</b>
<b>Q. No 1 (All Questions are Compulsory)</b>				
<b>Q. No.</b>	<b>Questions</b>			
<b>Q. 1</b>	<b>Revamping Employee Skills at TechNova Solutions</b>			
	<p>TechNova Solutions, a mid-sized IT services company, faced a significant challenge: adapting its workforce to the rapid advancements in artificial intelligence (AI) and machine learning (ML). While the company had been a leader in traditional IT services, its employees lacked the technical skills to handle projects requiring AI expertise. This skill gap was becoming evident as the company began losing bids to competitors proficient in cutting-edge technologies.</p> <p>In response, the HR department launched an ambitious <b>Training and Development (T&amp;D) program</b> aimed at upskilling employees. The initiative included:</p> <ol style="list-style-type: none"> <li><b>Skill Assessment:</b> Employees underwent a rigorous evaluation to identify gaps in AI and ML knowledge.</li> <li><b>Customized Training Modules:</b> Training programs were developed in partnership with a leading tech education platform, offering self-paced e-learning, live workshops, and certifications.</li> <li><b>Mentorship Programs:</b> Experienced employees and external experts were paired with trainees to provide hands-on guidance.</li> <li><b>Performance Evaluation:</b> Employees were evaluated post-training through tests and project assignments to measure skill improvement.</li> </ol> <p>While the program showed early success, challenges emerged. Some employees struggled to balance training with their regular workload, leading to delays in project timelines. Additionally, a few senior employees resisted the change, believing that their expertise in traditional IT services was sufficient.</p>			

		<p>After six months, the HR team conducted a training evaluation and found:</p> <ul style="list-style-type: none"> <li>• 70% of employees reported improved confidence in handling AI-related tasks.</li> <li>• The company secured two AI-focused projects, showcasing the training's impact.</li> <li>• Employee retention improved, but productivity temporarily dipped during the training phase.</li> </ul>			
	a.	<b>Analyse</b> how can the company better balance training schedules with ongoing project demands?	6	Level 4	CO4
	b.	<b>Suggest</b> the techniques that TechNova could have implemented to address resistance from senior employees?	6	Level 5	CO5
<b>Q. 2</b>		Answer <b>Any one</b> from the following.			
	a.	If you had to choose between an adventure learning and in basket exercises for developing an effective team, which one would you choose? <b>Defend</b> your answer.	6	Level 5	CO5
	b.	With the rise of digital training tools, <b>Evaluate</b> the implications of replacing traditional training methods with technology-driven solutions like AI-enabled learning platforms. Consider both learner engagement and organizational outcomes in your evaluation.	6	Level 5	CO5
<b>Q. 3</b>		Answer <b>Any one</b> from the following.			
	a.	A leading retail company has observed a significant decline in customer satisfaction ratings over the past year. <b>Analyse</b> how conducting a Training Need Analysis (TNA) can help address this issue.	6	Level 4	CO4
	b.	A sales team undergoes a customer relationship management (CRM) training program. <b>Analyse</b> how pre-training and post-training performance metrics can be used to decide the program's effectiveness.	6	Level 4	CO4
<b>Q. 4</b>		Answer <b>Any two</b> from the following.			
	a.	<b>Identify</b> a method you would choose to conduct a training need assessment for an office assistant in a manufacturing firm?	6	Level 3	CO3
	b.	<b>Identify</b> a seating arrangement you would choose for a training program which involves gaining knowledge through lecture method about latest tax rate revision for accountants?	6	Level 3	CO3
	c.	<b>Identify</b> the conditions under which a company should outsource its training program and how does it benefit the organization?	6	Level 3	CO3
<b>Q. 5</b>		Answer <b>Any two</b> from the following.			
	a.	Explain the ADDIE model in Training	6	Level 2	CO2
	b.	Explain any one of the Learning theories: Social Learning Theory or Reinforcement Theory.	6	Level 2	CO2
	c.	Explain the difference between formative evaluation and summative evaluation.	6	Level 2	CO2
<b>Q. 6</b>		Answer <b>Any two</b> from the following.			
	a.	What is knowledge management. Give some examples for the same.	6	Level 1	CO1
	b.	How has technology changed the learning environment?	6	Level 1	CO1
	c.	How does 360-degree feedback system help in training	6	Level 1	CO1