Graphic Era
HILL UNIVERSITY
Established by an Act of the State Legislature of Uttarakhand (Adhiniyam Sankhya 12 of 2011)
University under section 2(f) of UGC Act, 1956

End Term (Odd) Semester Examination November 2025

Roll no................................

MBA

Semester III

Training & Development

MBA 303 (HR1)

Time: 3 hours   **Maximum Marks: 100**

Note:
- (i) This question paper contains two Sections-Section A and B
- (ii) Both Sections are compulsory
- (iii) Answer any two sub questions from a, b & c in each main question of Section A. Each sub question carries 10 marks.
- (iv) Section B, consisting of a case study, is compulsory. It is of 20 Marks.

Section A

Q1.   **(2X10=20 Marks)**

a. Discuss the strategic significance of training in enhancing organizational competitiveness. Support your answer with suitable corporate examples.   CO1, CO2

b. Analyze how principles and theories of learning influence the choice of training methods in organizations.   CO3, CO4

c. Examine the steps in the training process, identifying potential challenges at each stage and suggesting remedies   CO2

Q2.   **(2X10=20 Marks)**

a. Develop a systematic model for TNA for a company facing performance issues in customer service. Identify how to distinguish between training and non-training needs.   CO5, CO6

b. Evaluate the different levels of training needs (organizational, operational, and individual) with appropriate examples.   CO4

c. Critically assess the use of data analytics or HR metrics in identifying and prioritizing training needs in modern organizations.   CO3

Q3.   **(2X10=20 Marks)**

a. As an HR manager, you are tasked to design a communication skills training program for front-line employees. Outline the objectives, content, methods, and evaluation plan. CO6

b. Compare on-the-job and off-the-job training methods in terms of their effectiveness, cost, and learning transfer. Suggest when each should be used.   CO4

c. Analyze the constraints faced during training design and propose strategies to overcome them for successful program development.   CO4, CO6

Q4.   **(2X10=20 Marks)**

a. Explain how transfer of learning can be maximized in organizations. Suggest tools and practices that enhance post-training application.   CO2, CO5

b. Analyze the techniques of management development such as coaching, job rotation, and action learning, explaining their benefits and limitations.   CO3

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c. Apply Kirkpatrick's Four-Level Evaluation Model to assess the effectiveness of a leadership training program. Illustrate with a real or hypothetical case.   CO4, CO5

Section B

Q5. Case Study   (20 Marks)

Case Study: Infosys — Reinventing Learning Through Digital and Leadership Development

Infosys Ltd., one of India's largest IT service companies, has long been recognized for its structured approach to training through its Global Education Center (GEC) at Mysuru. Traditionally, new recruits underwent a 14-week residential foundation program focusing on technical and soft-skill development.

As digital technologies such as cloud computing and AI grew rapidly, client expectations changed, and Infosys began facing a widening skills gap. In 2019, the Learning & Development team launched "Infosys Lex", an AI-driven digital learning platform that allowed self-paced learning for more than 240,000 employees. The company also started a Leadership Development Academy to build agility, emotional intelligence, and global mindset among managers.

Despite these efforts, internal reviews showed several problems:

- Course-completion rates on Lex were below 35%.
- Managers said employees were "learning but not applying."
- Training plans were not always linked to business priorities.
- Evaluation focused mainly on feedback and completion data, with little evidence of performance improvement.
- Senior leaders argued that mentoring and project-based learning might yield better results than online courses alone.

By 2024, the L&D team faced pressure from top management to show clear ROI from these programs and to make learning more business-driven and impactful.

Questions

1. How should Infosys redesign its Training Needs Assessment (TNA) process to ensure that learning programs directly support business goals and address the real skill gaps? Suggest practical ways to identify which needs truly require training and which need other solutions such as process or performance improvements. CO3, CO5

2. What steps can Infosys take to make its training programs more effective and measurable? Propose an approach for improving learning transfer and outline how Infosys can evaluate results at different levels—such as learner behavior, performance, and organizational outcomes.   CO5, CO6