III Semester M.B.A. (Day and Eve.) Examination, May/June 2025
(CBCS – 2022-23 and Onwards)
MANAGEMENT
Paper – 3.5.1 : Learning and Development
Equivalent to 3.5.1 : Learning and Development (Old Scheme)

Time : 3 Hours   Max. Marks : 70

SECTION – A

Answer **any five** questions carrying **five** marks **each** :   (5×5=25)

1. Explain the difference between training and learning with relevant examples.

2. Discuss the importance of training and development in organizations.

3. Differentiate between operational analysis and individual analysis in need assessment.

4. What are the challenges organizations face in becoming a learning organization ?

5. Compare on-the-job training and off-the-job training with suitable examples.

6. How is criteria developed for training evaluation ?

7. List and explain the different experimental designs used in training evaluation.

SECTION – B

Answer **any three** questions carrying **ten** marks **each** :   (3×10=30)

8. Examine how an organization can ensure trainee motivation and readiness before a training program.

9. Apply the reinforcement theory to explain how behavior modification can be used in training.

10. Explain how an organization can measure the effectiveness of training programs using experimental and quasi-experimental designs.

11. Compare the role of HRD at the micro level and macro level, highlighting their significance in organizations.

P.T.O.

SECTION – C

12. Case Study. **Compulsory question :**   (1×15=15)

Infosys Training and Development

Infosys, a global IT leader, has established itself as a pioneer in employee training and development. Recognizing the fast-paced evolution of the technology sector, Infosys implemented a structured and continuous learning framework to enhance workforce skills and maintain a competitive edge. The company identified critical challenges such as skill gaps in fresh graduates, rapidly changing industry trends, and the necessity for leadership development. To address these, Infosys adopted a systematic approach that includes need assessment, training implementation, and evaluation. The training process begins with a detailed skills gap analysis, leveraging feedback from managers, employees, and industry trends. Training is then delivered through a mix of on-the-job learning, mentorship programs, classroom sessions, and e-learning platforms. One of the key innovations is Infosys Lex, a digital learning platform that provides customized courses on emerging technologies such as Artificial Intelligence, Cloud Computing, and Machine Learning .Leadership development is another crucial aspect, with programs designed to groom future leaders from within the organization. To measure the effectiveness of its training initiatives, Infosys employs Kirkpatrick's Model of Training Evaluation, which assesses learning at multiple levels, including reaction, knowledge gained, behavioral application, and overall business impact. By linking training outcomes to productivity, employee retention, and client satisfaction, Infosys ensures a strong Return on Investment (ROI) on training. The impact of these initiatives is evident in the company's lower attrition rates, improved employee performance, and enhanced customer satisfaction. However, challenges remain, such as keeping up with technological advancements, engaging remote employees effectively and ensuring cost-efficient training solutions. To overcome these, Infosys is exploring AI-driven personalized learning paths and immersive Virtual Reality (VR) training to make learning more adaptive and interactive.

Discussion Questions :

a) How does Infosys ensure that its training programs align with both employee needs and business objectives ?

b) What innovative training strategies can Infosys adopt to further enhance workforce development in the digital era ?