

--	--	--	--	--	--	--	--	--	--

**Third Semester MBA Degree Examination, Dec. 2013 / Jan. 2014**  
**Learning and Development**

Time: 3 hrs.

Max. Marks: 100

**Note: 1. Answer any THREE questions, from Q.No.1 to Q.No.6.**  
**2. Q.No. 7 and 8 are compulsory.**

1.
  - a. What is transfer of learning? (03 Marks)
  - b. Explain the steps involved in designing the training programmes. (07 Marks)
  - c. Discuss the hierarchy of learning behaviour with the application of Bloom's Taxonomy. (10 Marks)
2.
  - a. Where do you apply synergogy? (03 Marks)
  - b. Outline Allen's four step model of training. (07 Marks)
  - c. Elaborate on the factors contributing to competencies for trainers. (10 Marks)
3.
  - a. What is training evaluation? (03 Marks)
  - b. Explain the different methods of Training Needs Analysis (TNA). (07 Marks)
  - c. Discuss Kane's seven step model. (10 Marks)
4.
  - a. What are the different types of e-learning? (10 Marks)
  - b. Mention the five needs of supervisors in on – the – job training with brief explanation. (05 Marks)
  - c. Elaborate on the six component analysis of training needs. (05 Marks)
5.
  - a. Explain the concept of Blended learning. (05 Marks)
  - b. Briefly explain Kirkpatrick's evaluation model. (05 Marks)
  - c. Differentiate between pedagogy and andragogy. (10 Marks)
6.
  - a. What are the advantages and disadvantages of classroom methods? (10 Marks)
  - b. Discuss the factors contributing to enhance learning. (10 Marks)

**7. Compulsory : Skill Based Questions :**

- a. You are a training consultant of XYZ Ltd. You need to advice Nich & Co., on the training method that they need to select for the group of trainees to pick up practical skills. The method you suggest should minimize the training cost and also should enhance transfer of learning. (05 Marks)
- b. If you are asked to handle the post - lunch session, as a trainer how would you make the session more interesting and interactive? (05 Marks)
- c. As a trainer you have conducted an Outward Bound Learning (OBL) method. 'Framing' and 'Implementation' part was done meticulously, however 'Debriefing' was left out. So, what is the consequence? (05 Marks)
- d. You are a trainer appointed to train other trainers on effective presentation skills. What tips do you pass on to them? (05 Marks)

## 8 CASE STUDY :

Mr. Salim is 28 year old software engineer working in a high-tech communication company called Parseys in Mumbai with two hundred employees. He had been working at his current job for six months. Salim was having difficulty in understanding his supervisor's fast paced instruction and also felt his supervisor showed little patience in addressing his questions and confusion. Salim was also intimidated in team meetings and found that he was still processing a question while co-workers were formulating their answers. Salim did not want to let a part from his peers and was therefore reluctant to seek clarification regarding directions and responsibilities. Although technically very capable, Salim could not deliver on his professional commitments resulting in a poor performance placing him on the conditional status, without a sixth month salary increase. However Parseys came to know the value contributions of Salim and ultimately wanted him to come out of his performance problems so that he might be a more effective member of the organization.

The Human Resource Manager at Parseys diagnosed that Salim's difficulties where due to learning style differences and referred Salim to Mr. Kotyan another Project Manager known for his coaching skills through the series of interviews Mr. Kotyan diagnosed that Salim struggled with expressive language and slower language processing speed though technically very brilliant.

### Questions :

- Why was Salim referred to Mr. Kotyan rather than being coached by his own supervisor? (05 Marks)
- Why did Parsey's take trouble in arranging coaching for Mr. Salim rather than terminating his services? (05 Marks)
- What kind of training and development would you suggest to Mr. Salim to come out of weakness? (05 Marks)
- What are the qualities of supervisor to ensure that there is full transfer of learning at the work place? (05 Marks)

\*\*\*\*\*