



QP CODE: 26801881



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Reg No :

Name :

MBA DEGREE SPECIAL REAPPEARANCE EXAMINATION APRIL 2026

Third Semester

MASTER OF BUSINESS ADMINISTRATION

ELECTIVE - 24MB03FE21 - TRAINING & DEVELOPMENT

2024 ADMISSION ONLY

2431B49C

Time: 3 Hours

Maximum Marks: 60

Part A

*Answer any **five** questions. Each question carries 2 marks.*

1. State two reasons why employee development programmes are necessary.
2. Mention two situations in which a Training Need Analysis is required.
3. What is meant by Individual Analysis in the context of TNA?
4. Define "Training Program Design."
5. What is team-building training? Mention one benefit of it.
6. What does CIRO stand for in the CIRO Model of Evaluation?
7. Define Human Resource Development (HRD).

(5×2 = 10 Marks)

Part B

*Answer any **five** questions. Each question carries 6 marks.*

8. Analyze the importance of Training and Development in enhancing organizational performance.
9. An IT company wants to train employees for new software. Describe how organizational, requirement, and individual analyses can be applied.
10. Explain the role of motivation in influencing the effectiveness of training programs.
11. How can technology and multimedia tools enhance the effectiveness of training delivery?
12. An FMCG company wants to build leadership skills among middle managers. Explain two development methodologies suitable for this.
13. Identify and explain the major constraints or challenges in conducting training evaluation.
14. Explain how technology-based training methods have transformed employee development in modern organizations.

(5×6 = 30 Marks)





Part C

Answer any **two** questions. Each question carries **10** marks.

Question number 17 is compulsory .

15. A multinational firm plans to send employees abroad for a project. Suggest how cross-cultural training and sensitivity training can prepare employees for the new environment.
16. Identify a company of your choice and analyse the training programs it has implemented that have contributed to its success.

Compulsory Question

17. ABC Bank introduced a digital learning platform for its customer service executives. Using the VAK model, employees selected training content suited to their learning style — video modules (visual), discussion forums (auditory), or role-plays (kinesthetic). Engagement increased, and error rates reduced by 35%.

Questions:

1. Explain how the VAK learning model was applied in this training.
2. Why is understanding learning styles important for effective training design?
3. What are the advantages of digital learning in HR development?
4. Describe any model to evaluate the effectiveness of the training programs.

(2×10 = 20 Marks)

