

Code No: **24BA3T5HA**

**II MBA - I Semester - Regular Examinations - DECEMBER 2025**

**LEARNING AND DEVELOPMENT**

Duration: 3 Hours

Max. Marks: 70

- Note: 1. This question paper contains two Parts: Part-A and Part-B.  
 2. Part-A contains 5 essay questions with an internal choice from each unit.  
 Each Question carries 12 marks.  
 3. Part-B contains one Case Study for 10 Marks.  
 4. All parts of Question paper must be answered in one place

BL – Blooms Level

CO – Course Outcome

**PART - A**

			BL	CO	Max. Marks
<b><u>UNIT – I</u></b>					
1.	a)	Identify the role of Learning and Development (L&D) as a strategic business partner in driving organizational growth opportunities and competitiveness.	L3	CO1	6 M
	b)	Illustrate with the suitable examples of how Learning and Development can contribute to business strategy and performance.	L3	CO1	6 M
<b>OR</b>					
2.	a)	Demonstrate the impact of L&D on employee engagement, retention, and productivity. How can L&D professionals design and deliver learning solutions that meet the needs of diverse employee groups?	L3	CO1	6 M

	b)	How can Learning and Development professionals measure the effectiveness of learning initiatives and demonstrate return on investment ?	L3	CO1	6 M
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**UNIT – II**

3.	a)	Identify the role of learning objectives in instructional design. How can instructional designers create measurable and achievable learning objectives that align with business goals?	L3	CO2	6 M
	b)	How can instructional designers use technology to enhance learning experiences and increase learner engagement?	L3	CO2	6 M

**OR**

4.	a)	Interpret the different types of learning mechanism systems, such as learning management systems (LMS) and learning experience platforms (LXP). How do these systems differ, and what are their strengths and limitations?	L3	CO2	6 M
	b)	Demonstrate the importance of integrating learning mechanism systems with other organizational systems, such as talent management and performance management.	L3	CO2	6 M

### UNIT-III

5.	a)	Examine the importance of training needs assessment in organizational learning. How can training needs assessment be used to identify performance gaps and training priorities?	L4	CO3	6 M
	b)	Explain about the focus group, and how can it be used in training needs assessment. Describe the advantages and disadvantages of using focus groups in training needs assessment.	L4	CO3	6 M

OR

6.	a)	Analyze the challenges and limitations of conducting training needs assessment, focus groups, and job analysis.	L4	CO3	6 M
	b)	Identify the challenges of training needs assessment, focus groups, and job analysis. What strategies can be used to ensure the validity and reliability of the findings?	L3	CO3	6 M

### UNIT – IV

7.	a)	Analyze the role of evaluation in training programs. How can training evaluation be used to assess program effectiveness and identify areas for improvement?	L4	CO4	6 M
	b)	Examine the challenges and limitations of evaluating training programs. How can these challenges be addressed, and what strategies can be used to ensure the validity and reliability of evaluation findings?	L4	CO4	6 M

OR					
8.	a)	Illustrate how can the training content be designed to promote learner engagement and motivation?	L4	CO4	6 M
	b)	Identify the different formats for delivering training content, such as instructor-led training, e-learning, and micro learning.	L3	CO4	6 M
<u>UNIT – V</u>					
9.	a)	Analyze how Succession planning identifies and prepares future leaders to fill key positions, ensuring business continuity and minimizing leadership gaps. It's crucial for organizational stability and long-term success.	L4	CO5	6 M
	b)	Identify how the organizations can support employee career growth, providing training and development opportunities?	L3	CO5	6 M
OR					
10.	a)	“The Succession planning identifies and prepares future leaders to fill key positions, ensuring business continuity and minimizing leadership gaps. It's crucial for organizational stability and long-term success”- Discuss with suitable examples.	L4	CO5	6 M
	b)	Analyze the challenges in talent management. Discuss the Difficulty in identifying and assessing skills gaps, matching skills with job requirements, and retaining top talent.	L4	CO5	6 M

## PART – B

### CASE STUDY

L4

CO1

10 M

#### 11. “BARCHESTER HEALTHCARE – FROM RESPONSIVE TO PROACTIVE L&D “

**Background:** Barchester Healthcare Ltd is an independent care provider in the UK, running over 240 care homes and six registered hospitals across the country. Employing over 18,000 people, it specializes in delivering top-quality care, both residential and nursing, to the people living in its homes and hospitals.

- ❖ **Operational context and challenges:** With the UK population growing older, living longer, and suffering from an ever-increasing range of conditions, the demand and need for good-quality care has never been higher. Yet the care sector as a whole faces several workforce challenges, with frequent reference made to a shortage of nurses in both the NHS and adult social care, higher rates of workforce turnover and hard-to-fill vacancies. Alongside this, the sector faces increased regulatory pressure and scrutiny, growing competition, as well as pressure on resources.
- ❖ Barchester Healthcare’s primary focus is ‘quality first’ – the quality of care for its residents and patients comes first before everything. To achieve this, as well as maintain company performance, it needs to ensure it is attracting, retaining, developing and ensuring the best performance from its talent.

❖ The company's vision and strategy are set out in its people strategy, Together, People Make Barchester, which was developed in response to Barchester's business strategy, workforce planning, exit interview feedback, staff engagement survey feedback and current staff focus groups. Its priorities include:

- the retention and development of senior leaders (general managers and hospital directors)
- becoming a nurse employer of choice and therefore increasing retention of nurses
- accrediting care practitioners
- reducing the reliance on agency workers.

Question:

What did L&D look like and how ready was Barchester to respond?