

**School of Business****Bachelor of Business Administration  
Semester End Examination - Jun 2024****Duration : 180 Minutes  
Max Marks : 100****Sem IV - D1UA411T - Training and Development**General Instructions*Answer to the specific question asked**Draw neat, labelled diagrams wherever necessary**Approved data hand books are allowed subject to verification by the Invigilator*

- 1) Apply the concept of technology-aided training to propose three innovative tools or platforms suitable for enhancing employee learning and development in a modern workplace setting K3(3)
- 2) Examine the differences between formal training and informal skill acquisition methods within the hospitality industry, explaining the effectiveness, and suitability for meeting various job requirements K4(4)
- 3) Identify and explain the inherent limitations of Kirkpatrick's model, specifically in adequately assessing intangible outcomes and predicting long-term impacts. K3(6)
- 4) The World Economic Forum predicts that 44% of skills used in the average job will change in the next five years. By 2025, 50% of employees will need to engage in reskilling efforts. (Gartner, 2023). Question: Considering the World Economic Forum's projection propose the essential role that training should play in preparing the workforce for this upcoming shift. K6(6)
- 5) In United States, year 2023 saw an increase in the average expenditure for training outsourcing – \$322,376 in 2023 compared to \$197,519 in 2022. An average of 5 percent of the total training budget was spent on outsourcing in 2023 compared to 4 percent in 2022.  
Regarding what is outsourced, across all companies, instruction/facilitation took the largest share of outsourcing (59 percent). The next most outsourced services were LMS operations/hosting and custom content development, 48 percent and 40 percent, respectively (Trainingmag.com,2023).  
Question:Discuss the strategic considerations and potential benefits of outsourcing training programs for organizations. K6(6)
- 6) Genmark Solutions is a leading technology consulting firm that K4(8)

specializes in providing innovative solutions to clients across various industries. With a workforce of over 500 employees, Genmark Solutions places a strong emphasis on continuous learning and development to stay ahead in the competitive market. In the past, Genmark Solutions had encountered challenges with training programs where trainers lacked the necessary competence to effectively convey complex technical concepts. These shortcomings led to disengagement among employees and limited the effectiveness of the training sessions.

To achieve this, Genmark Solutions implemented a rigorous selection process for trainers, which included assessing their educational background, industry certifications, and practical experience in the subject matter. Trainers were required to demonstrate proficiency in the latest technologies, such as artificial intelligence, cloud computing, and cybersecurity, through hands-on assessments and technical interviews.

Q1. Examine how organizations can ensure that trainers possess the necessary expertise to deliver high-quality training programs. (4 marks)

Q2. Analyze how intellectual competence contributes positively to the effectiveness of training initiatives. (4 marks)

7)

EduSphere University, a forward-thinking institution in the education industry, is dedicated to enhancing its teaching methodologies to better prepare students for the evolving demands of the 21st-century workforce. In this scenario, you are tasked with designing a Fishbowl training method to facilitate collaborative learning and innovation among faculty members. The scenario unfolds with EduSphere University aiming to revamp its pedagogical approaches across disciplines. The university is particularly interested in fostering an environment that encourages faculty members to share effective teaching strategies, leverage technology in the classroom, and incorporate innovative assessment methods.

K3(9)

Question:

Develop a Fishbowl training method that not only addresses the specific needs of EduSphere University but also serves as a model for promoting collaborative learning and innovation within the broader landscape of the education industry.

8)

In 2022, against the backdrop of an increasingly digital landscape, a significant revelation emerged within the corporate realm of US. A survey conducted among companies shed light on the pressing need for further training in digital technologies, with approximately 55 percent expressing the necessity for upskilling in this domain. The accelerated pace of technological advancements had left a considerable portion of the workforce grappling with the evolving

K3(9)

digital landscape, prompting organizations to prioritize training initiatives. Furthermore, 46 percent of the surveyed companies emphasized the demand for enhanced education on data protection and IT security. This signifies a growing awareness of the critical role that robust cybersecurity measures play in safeguarding sensitive information. The findings highlighted a dual challenge for US companies – not only adapting to digital transformations but also fortifying their defenses against potential cyber threats.

Question:

Identify the dual challenge emphasized for U.S. companies in 2022 and mention the importance of technology in training initiatives to address both aspects effectively within the corporate landscape?

- 9) BrightSolutions Inc. is a leading renewable energy company specializing in solar panel technology and sustainable energy solutions. With a workforce of 300 employees spread across departments such as Research & Development, Engineering, Manufacturing, and Sales & Marketing, BrightSolutions is dedicated to pushing the boundaries of green technology innovation. The company faces diverse challenges, including the need for employees to continuously enhance their skills in rapidly evolving fields such as solar panel technology and renewable energy systems. Recently, BrightSolutions has introduced a new software solution, "SolarSim Pro," which offers advanced simulation capabilities for optimizing solar panel performance and energy generation. To empower employees to utilize this software effectively and drive innovation in renewable energy solutions, the company aims to develop a flexible, interactive self-paced electronic training program on the latest version of "SolarSim Pro." This program will provide comprehensive resources and ensure improved accessibility and flexibility for employees, ultimately maximizing productivity and advancing sustainability efforts at BrightSolutions Inc.

K5(10)

Question: Develop a comprehensive, self-paced electronic training program tailored to address the workforce challenges faced by BrightSolutions Inc., a prominent renewable energy company specializing in solar panel technology. (10 marks)

- 10) According to Statista(2023) estimates, the present market valuation of the Indian Edtech industry is US\$2.8 billion and is expected to reach US\$10.4 billion by 2025. At present, there are 9,043 EdTech startups in India. This trend is further augmented by factors like India's burgeoning internet economy – which recorded a total number of 743.19 million internet subscribers (as of March 2020). In 2020, there were approximately 700 million smartphone users in India. Edtech startups are enabling faster skill development, further

K4(12)

upskilling, and reskilling of gig economy workers and those in entry-level technology roles. Additionally, they are bringing engineers and software developers up to speed with the latest and most adopted technologies. Key players in this segment include Disprz, InterviewBit, Quizizz, Edureka, and Crio.Do. Technology is being leveraged to provide an immersive learning experience to users through improved interfaces to ensure better knowledge acquisition. Trends like simulation of concepts, level advancement badges, and incentive-based learning are driving user engagement on Edtech platforms.

Questions:

1. Analyze how training and development professionals can capitalize on the innovative methodologies adopted by prominent players such as Disprz, InterviewBit, Quizizz, Edureka, and Crio.Do within the rapidly expanding Indian EdTech industry.(6 marks)

2. In anticipation of the future landscape of the Training and Development industry, examine how the professionals would play a pivotal role in harnessing learning enhancement factors to capitalize on the increasing internet and smartphone user base in India? (6 marks)

11)

In a report by McKinsey, employees value learning and development opportunities, so it's no surprise that workers are more likely to stay at companies that invest in their continued education. Organizations with successful training programs typically see a significant increase in employee retention. Turnover is costly, and most businesses can't afford to lose their top-performing employees. Organizations with poor onboarding processes are twice as likely to experience employee turnover. 70% of employees would be somewhat likely to leave their current jobs to work for an organization known for investing in employee development and learning. 34% of employees who left their previous jobs were motivated to do so by more career development opportunities. 86% of millennials would be kept from leaving their current position if training and development were offered by their employer. Over 70% of high-retention-risk employees will leave their company to advance their careers. It is observed in various organizations around the world, that retention rates rise to 30-50% for companies with strong learning cultures.

K6(12)

Question:

a) Considering the significant impact of training and development on employee retention, elaborate on how an organization can effectively invest in learning initiatives to cultivate a strong learning culture and lower turnover costs? (6 marks)

b) With the prevalence of employees seeking career development

opportunities as a primary motivation for job changes, discuss how an organization can manage their training programs to address the evolving needs and expectations of their workforce, particularly millennials, and high-retention-risk employees? (6 marks)

12)

TechGenius Inc., a leading software development company, is facing challenges in assessing the effectiveness of its employee training programs. In response, the Learning and Development department decides to implement Peter Bramely's Model of Evaluation to evaluate the impact of their latest coding bootcamp initiative. The coding bootcamp program aims to enhance the technical skills of junior developers and prepare them for more complex projects. The program consists of a series of intensive workshops, hands-on coding exercises, and mentorship sessions led by senior developers. At the end of the bootcamp, participants undergo assessments to measure their proficiency in various programming languages and their ability to solve real-world coding challenges. Additionally, feedback is collected from both participants and their team leads to gauge the perceived effectiveness of the program in improving coding skills and enhancing job performance. The assessment results reveal a significant improvement in participants' coding abilities, with an average increase of 40% in assessment scores compared to pre-bootcamp levels. However, feedback from team leads indicates that while participants have shown progress in technical skills, there are still gaps in their ability to collaborate effectively within project teams and communicate technical concepts to non-technical stakeholders.

K5(15)

Questions:

a) Considering the assessment results and feedback from team leads, assess the effectiveness of TechGenius Inc.'s coding boot camp program in achieving its objectives. What factors contributed to the observed improvement in participants' coding abilities, and what challenges remain in bridging the gap between technical proficiency and soft skills such as teamwork and communication? (7 marks)

b) Evaluate the alignment between Peter Bramely's Model of Evaluation and the evaluation process implemented by TechGenius Inc. for its coding bootcamp program to assess how well the model addresses the organization's needs and objectives . (8 marks)