

INDIRA UNIVERSITY, PUNE

SCHOOL OF BUSINESS- MBA

Term End Examination (2025 Pattern) April- May – 2026- Semester – II

Course Name: Learning and Development
Course Code: 25MBA265

Max. Marks: 50
Time: 2:30 Hrs.

Instructions

- All questions are compulsory. Kindly read the detailed instructions for each question.
- Question 1,2 & 3 carry 10 marks each.
- Question 4 carries 20 marks.

Q1.	Attempt any 1 out of 2 Questions (10 Marks)	CO3
a)	ABC Ltd. recently conducted a training program on communication and teamwork for its employees. Although employees reported satisfaction after the training, management is unsure whether the program has actually improved job performance, team collaboration, or overall productivity. The HR team has been asked to assess whether the training has created a real impact on both employees and organizational outcomes. Apply suitable training evaluation methods to measure the impact of the training program on employee performance and organizational effectiveness.	
b)	XYZ Corp is experiencing leadership challenges such as poor team management, low employee engagement, and high attrition. The organization plans to introduce management development initiatives like coaching, mentoring, and leadership development programs to strengthen managerial capabilities and improve overall performance. Build appropriate management development initiatives (e.g., coaching, mentoring, leadership programs) to improve employee performance and organizational effectiveness.	
Q2.	Attempt any 1 out of 2 Questions: (10 Marks)	CO4
a)	XYZ Ltd. is implementing a digital training strategy using the ADDIE model. The workforce consists of adult learners with varied learning preferences (visual, experiential, self-directed). The organization plans to integrate technology across all training stages. Analyze how technology supports each stage of the ADDIE model and how learning styles and andragogy improve training effectiveness.	
b)	A manufacturing company is onboarding a diverse group of employees, including fresh graduates and experienced professionals. The HR team is considering a mix of on-the-job and off-the-job training methods, but is unsure how to align them with different learning styles and adult learning principles. Analyze these training methods and explain their advantages, limitations, and suitability based on learning styles and adult learning (andragogy).	

Q3.	Attempt any 1 out of 2 Questions: (10 Marks) a) A company is experiencing low managerial effectiveness, poor decision-making, and declining team performance. The HR department is considering introducing modern management development initiatives such as coaching, digital learning, and leadership development programs. Justify how these management development initiatives can improve organizational effectiveness. Support your answer with relevant examples. b) An organization implemented a training program using only lecture-based methods, but employees showed minimal improvement in performance. Management now wants to redesign the program. Critically justify why training techniques must align with training objectives and recommend suitable methods to improve training effectiveness.	CO5
Q4.	Attempt the following caselet and answer the given sub-questions: XYZ Corp, a mid-sized manufacturing organization, has been facing declining team productivity, low employee engagement scores, and increased interpersonal conflicts within teams. An internal HR audit and 180-degree feedback revealed that many mid-level managers lack critical leadership competencies such as effective communication, team facilitation, motivation, and problem-solving. The HR–Learning & Development (L&D) team has been tasked with designing a structured leadership training intervention to address these gaps and improve managerial effectiveness. You have been appointed as an HR Training & Development Consultant to: a) Design a leadership training program by defining objectives, target audience, key modules, training methods, duration, and delivery mode. (5 Marks) b) Develop a complete evaluation plan covering all four levels, specifying tools and metrics for each level. (5 Marks) c) Create a brief post-training feedback tool with sample questions to assess participant reactions and learning relevance. (10 Marks)	CO6
