Roll No.												

PRESIDENCY UNIVERSITY

BENGALURU

End - Term Examinations – December 2025

Date: 05-01-2026 **Time:** 09:30am – 12:30pm

School: SOM-PG	**Program**: MBA	
Course Code : MBA3104	**Course Name :** Learning & Development	
Semester: III	**Max Marks**: 100	**Weightage**: 50%

CO - Levels	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Marks	**25**	**25**	**25**	**25**	**N.A**

Instructions:

(i) Read all questions carefully and answer accordingly.

(ii) Do not write anything on the question paper other than roll number.

Part A

Answer ALL the Questions. Each question carries 3marks. **10Q x 3M=30M**

1.	Describe the role of Reflective Observation in Kolb's Learning Cycle.	**3 Marks**	L2	CO1
2.	Explain the concept of Training Need Assessment in your own words.	**3 Marks**	L2	CO1
3.	Explain the role of observation in social learning theory.	**3 Marks**	L2	CO1
4.	Explain how goal setting impacts learning outcomes.	**3 Marks**	L2	CO1
5.	Explain Maslow's hierarchy of needs in the context of learning.	**3 Marks**	L2	CO1
6.	Explain the importance of aligning training design with learning objectives.	**3 Marks**	L3	CO2
7.	Interpret the key stages involved in the training design process.	**3 Marks**	L3	CO2
8.	Apply Allen's Four Step OJT Model to train a new machine operator.	**3 Marks**	L3	CO2
9.	Apply limitations of OJT in evaluating its use in a high-risk industry.	**3 Marks**	L3	CO2
10.	Interpret the blended learning model to a corporate leadership training program.	**3 Marks**	L3	CO2

Part B

Answer the Questions. **Total Marks 40M**

11.	**a.**	An organization launches an upskilling program for mid-career employees to learn new digital tools. However, many participants lose interest, stating that the sessions feel too theoretical and not connected to their job roles. Explain the application of Knowles' principles of Andragogy to redesign this training program to better suit adult learners.	**10 Marks**	**L2**	**CO1**
		Or			
12.	**a.**	A manufacturing company introduces a new incentive system linking bonuses to production output. However, despite the announcement, employee productivity remains low, and workers doubt whether extra effort will actually lead to rewards. Explain the situation using Vroom's Expectancy Theory and suggest ways management can realign the system to improve motivation.	**10 Marks**	**L2**	**CO1**
13.	**a.**	A consumer goods company receives feedback from its sales divisions that past training programs were too generic and not responsive to local market conditions. Regional managers now demand more control over training design and delivery. As the corporate training consultant, apply an appropriate model of training and development to improve responsiveness to local needs while maintaining organizational consistency.	**10 Marks**	**L3**	**CO2**
		Or			
14.	**a.**	An educational institution wants to develop a blended learning program for its MBA students, integrating both classroom and digital experiences to enhance engagement and flexibility. As the instructional designer, apply the e-learning process to plan and implement a blended learning system that supports student learning effectively.	**10 Marks**	**L3**	**CO2**
15.	**a.**	A telecom company is grooming a group of mid-level managers for senior leadership roles. Management wants to assess their leadership potential and identify specific areas for development before designing a training plan. As an HRD consultant, apply suitable employee development approaches to assess and prepare these managers for future leadership positions.	**10 Marks**	**L3**	**CO3**
		Or			
16.	**a.**	A fast-growing logistics company plans to launch a Management Development Program (MDP) to build a pipeline of competent supervisors who can handle expanded operations. You have been assigned to design the program from scratch. As the HR Development Officer, apply the steps in the MDP process to design a structured program that ensures the company's leadership capability grows in line with its business expansion.	**10 Marks**	**L3**	**CO3**

17.	**a.**	Interpret training for sustainability contribution to organizational resilience and adaptability.	**10 Marks**	**L3**	**CO4**
		Or			
18.	**a.**	A hospital chain plans to train its nurses and staff on new patient-care protocols while minimizing disruption to patient services. The training must be flexible, interactive, and effective across multiple locations. As the Learning Designer, apply appropriate multimedia delivery methods to create an effective blended learning solution for hospital staff.	**10 Marks**	**L3**	**CO4**

Part C

Answer all the Questions. Each question carries 15marks **2Q x 15M=30M**

19.	**a.**	Delta Pharmaceuticals, a mid-sized pharmaceutical company based in Hyderabad, had been facing an issue with promoting the right talent into managerial roles. Many high-performing sales representatives were promoted based on their sales results but lacked interpersonal and decision-making skills necessary for management. This resulted in high turnover and team dissatisfaction. To address this, the HR Director, Ms. Kavitha Menon, proposed implementing an Assessment Center Education Program to identify employees with leadership potential and prepare assessors internally. The goal was twofold: (1) create an objective method for managerial selection and (2) build internal capacity to evaluate talent scientifically. Delta partnered with a talent consulting firm to conduct Assessor Training Workshops as part of the Assessment Center Education initiative. Managers and HR staff were trained in: • Observing behavioral indicators linked to competencies such as leadership, problem-solving, and teamwork. • Using standardized evaluation forms. • Providing balanced developmental feedback. Once trained, the assessors designed simulation exercises such as in-basket tests, group problem-solving activities, role plays, and case discussions. These exercises reflected real managerial situations in Delta's sales and marketing departments—for example, handling conflict between medical representatives or prioritizing hospital supply orders under pressure. Each participant's performance was observed by multiple assessors to ensure reliability. Data was compiled to generate competency-based feedback reports. Those who demonstrated strong leadership potential were nominated for a Manager Development Program (MDP). Six months later, Delta observed measurable results—participants from the Assessment Center-led MDP showed 20% higher team engagement and better sales coordination. The HR team noted that the process also developed internal expertise	**15 Marks**	**L3**	**CO3**

		among assessors, making future leadership assessments more efficient. Through Assessment Center Education, Delta Pharmaceuticals not only identified the right talent but also created a culture of fairness, objectivity, and evidence-based leadership development. **Questions** **1.** Apply your understanding of Assessment Center Education to explain Delta's approach to ensuring fairness and accuracy in identifying future managers. (5 marks) **2.** As an HR manager, design exercises that interpret real managerial challenges in Delta's context. (5 marks) **3.** Apply the concept of assessor training to explain Delta's approach to building internal capability for future talent assessments. (5 marks)			

20.	**a.**	MaxRetail Ltd., a leading consumer electronics retailer, faced an urgent problem: despite frequent classroom-based product training, sales associates were struggling to translate learning into customer engagement on the shop floor. Many new employees were young and tech-savvy, but they found the training sessions long, static, and irrelevant to real customer scenarios. The Head of Learning & Development (L&D), Mr. Ajay Gupta, proposed integrating Virtual Reality (VR) as part of the training strategy. His idea was to make training immersive and experiential, helping employees "practice" customer interactions in a simulated store environment. The company partnered with a learning technology vendor to create VR-based sales simulations that mirrored real situations—handling difficult customers, cross-selling products, and explaining technical features. Each simulation recorded the trainee's body language, tone, and decision points, generating analytics on empathy, communication clarity, and confidence. Before rollout, trainers attended a "Train-the-Trainer" workshop on using VR headsets, setting up the software, and interpreting analytics. Employees were grouped into cohorts and assigned VR practice modules that complemented short e-learning lessons. The results were striking. Within two months, customer satisfaction scores improved by 25%, and sales conversion rates rose by 15%. Employees reported that VR helped them overcome nervousness and build customer rapport. However, some older employees faced difficulties with headset controls, prompting the L&D team to create blended options—a mix of video simulations and VR practice.	**15 Marks**	**L3**	**CO4**

		The project demonstrated how new technologies in training delivery could make learning engaging, measurable, and aligned with real job performance. It also showed the importance of training trainers to use technology effectively. **Questions** **1.** Apply your understanding of VR-based learning to explain its role in bridging the gap between classroom knowledge and real-world performance at MaxRetail. (5 marks) **2.** As the L&D manager, interpret strategies to support employees struggling with the new VR technology to ensure inclusive learning. (5 marks) **3.** Illustrate the data analytics from VR sessions to improve future training modules and performance evaluations. (5 marks)			