

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) –201306
POST GRADUATE DIPLOMA IN MANAGEMENT (2024-26)
MID TERM EXAMINATION (TERM -IV)

Subject Name: **Learning and Development**

Time: **30min**

Sub. Code: **PGH41**

Max Marks: **20**

Note: All questions are compulsory.

Read the following case and answer the following questions: 20 Marks(0.5 marks each)

Kindly write the all the course outcomes as per your TLEP in the box given below:

CO1- Understand the concepts, theories, and processes of learning and training, and assess the strategic importance and future trends in employee development.
CO2- Analyze the training needs of an organization through systematic processes such as organizational, task, and person analysis, and develop learning strategies that align with organizational goals.
CO3- Apply appropriate instructional methods and training techniques, including AI-based and virtual tools, to design and implement effective training modules.
CO4- Demonstrate understanding of training transfer concepts and utilize mentoring, coaching, and technological platforms to support continuous learning.
CO5- Evaluate training effectiveness using training evaluation models, and interpret data using analytics to enhance learning outcomes and decision-making.
CO6- Assess the need for cross-cultural training and apply appropriate methods to develop competencies for managing diverse global workforces.

40 Multiple Choice Questions (MCQs)

1. What is the primary conceptual difference between 'training' and 'development'?CO1

- a) Training is for managers, development is for non-managers.
- b) Training is skills-based for the current job, development is future-oriented for growth.
- c) Training is optional, development is mandatory.
- d) Training is more expensive than development.

Answer: b) Training is skills-based for the current job, development is future-oriented for growth.

2. The fundamental rationale behind employee training is to:CO1

- a) Fulfill a mandatory annual requirement.
- b) Bridge the gap between existing and required employee skills.
- c) Keep employees busy during off-peak seasons.
- d) Reduce the number of employees through upskilling.

Answer: b) Bridge the gap between existing and required employee skills.

3. Which learning theory suggests that learning is an active process where learners construct new ideas based on their current and past knowledge?CO1

- a) Behaviorism

- b) Cognitivism
- c) Constructivism
- d) Connectivism

Answer: c) Constructivism

4. In the System Model of Training (ADDIE), what does the 'A' stand for?CO1

- a) Action
- b) Assessment
- c) Analysis
- d) Application

Answer: c) Analysis

5. An organizational analysis for training needs assessment typically examines:CO2

- a) The specific tasks of a job.
- b) The KSA (Knowledge, Skills, Abilities) of an individual.
- c) The company's strategy, resources, and environment.
- d) The learning styles of each employee.

Answer: c) The company's strategy, resources, and environment.

6. According to Malcolm Knowles' principles of Andragogy, adults are most motivated to learn when:CO1

- a) The learning content is abstract and theoretical.
- b) They see the learning as relevant to their immediate needs and life problems.
- c) The instructor is the sole source of knowledge.
- d) The learning process is highly standardized.

Answer: b) They see the learning as relevant to their immediate needs and life problems.

7. A training program designed to teach employees how to operate a new software is focusing primarily on which learning outcome? CO1

- a) Cognitive
- b) Affective
- c) Skill-based
- d) Psychomotor

Answer: c) Skill-based

8. The 'E' in the ADDIE model stands for:CO1

- a) Execution
- b) Evaluation
- c) Engagement
- d) Enforcement

Answer: b) Evaluation

9. Which of the following is a key future trend in training and development?CO1

- a) A move towards exclusively in-person, instructor-led training.
- b) Decreased focus on microlearning and bite-sized content.
- c) Increased use of AI and personalized learning paths.
- d) Eliminating the need for training needs assessment.

Answer: c) Increased use of AI and personalized learning paths.

10. A person analysis in TNA helps to identify: CO2

- a) Which departments need training.
- b) Who needs training and what kind.
- c) The tasks that comprise a job.
- d) The organization's training budget.

Answer: b) Who needs training and what kind.

11. Strategic training implies that the training initiatives are: CO2

- a) The most expensive programs available.
- b) Aligned with the business goals and objectives of the organization.
- c) Designed for the senior management only.
- d) Focused solely on hard technical skills.

Answer: b) Aligned with the business goals and objectives of the organization.

12. The primary goal of the Evaluation phase in the training cycle is to:CO2

- a) Select the trainees.
- b) Measure the effectiveness and ROI of the training.
- c) Design the training materials.
- d) Identify training needs.

Answer: b) Measure the effectiveness and ROI of the training.

13. Which factor is LEAST likely to influence an employee's learning process during training?CO2

- a) The employee's prior experience and motivation.
- b) The quality of the instruction and learning environment.
- c) The employee's annual salary.
- d) The relevance and design of the training content.

Answer: c) The employee's annual salary.

14. Task analysis involves: CO2

- a) Identifying the personal goals of employees.
- b) Analyzing the company's financial statements.
- c) Breaking down a job into its constituent tasks and duties to identify required KSAs.
- d) Surveying customer satisfaction.

Answer: c) Breaking down a job into its constituent tasks and duties to identify required KSAs

15. The concept that reinforcement increases the likelihood of a behavior being repeated is central to which learning theory? CO1

- a) Social Learning Theory
- b) Cognitive Theory
- c) Behaviorism
- d) Constructivism

Answer: c) Behaviorism

16. A centralized training function is typically characterized by:CO1

- a) Training decisions and delivery being spread across various departments.
- b) A single, dedicated corporate team that oversees all training.
- c) Lower consistency in training quality and delivery.
- d) Each unit having its own independent training budget.

Answer: b) A single, dedicated corporate team that oversees all training.

17. Which of the following is an example of an affective learning outcome?CO1

- a) Calculating return on investment.

- b) Operating a lathe machine.
- c) Appreciating diversity in the workplace.
- d) Recalling the steps of disciplinary action.

Answer: c) Appreciating diversity in the workplace.

18. The scope of a training needs assessment can be determined by:CO2

- a) The training manager's preferences alone.
- b) The specific organizational unit, job, or competency being analyzed.
- c) The most popular training courses on the market.
- d) The previous year's training calendar.

Answer: b) The specific organizational unit, job, or competency being analyzed.

19. According to Social Learning Theory, learning can occur through:CO2

- a) Conditioning and reinforcement only.
- b) Observing and modeling the behavior of others.
- c) Introspection and self-study only.
- d) Abstract thinking without practical application.

Answer: b) Observing and modeling the behavior of others.

20. A "learning organization" is best defined as an organization that:CO1

- a) Has a very large training budget.
- b) Mandates 40 hours of training for every employee annually.
- c) Continuously creates, acquires, and transfers knowledge to adapt and succeed.
- d) Only hires employees from top universities.

Answer: c) Continuously creates, acquires, and transfers knowledge to adapt and succeed.

21. In the context of learning styles, a learner who prefers hands-on experience and practical application is likely a(n):CO2

- a) Assimilator
- b) Accommodator
- c) Auditory learner
- d) Diverger

Answer: b) Accommodator

22. The primary purpose of a Training Needs Assessment (TNA) is to:CO2

- a) Justify the existence of the HR department.
- b) Ensure the training budget is fully utilized.
- c) Provide systematic data to decide what training is needed and for whom.
- d) Replace the performance appraisal process.

Answer: c) Provide systematic data to decide what training is needed and for whom.

23. Which of these is an INTERNAL factor that can influence an organization's training needs?CO2

- a) New government regulations.
- b) Advancements in technology.
- c) Introduction of a new performance management system.
- d) Changing consumer demographics.

Answer: c) Introduction of a new performance management system.

24. The instructional emphasis for achieving “cognitive” outcomes should be on:CO2

- a) Providing physical practice and feedback.
- b) Creating models and simulations.
- c) Presenting verbal and visual information logically.
- d) Influencing attitudes and values through role-playing.

Answer: c) Presenting verbal and visual information logically.

25. The principle of Andragogy that states adults have a deep need to be self-directing is: CO1

- a) Orientation to Learning
- b) Self-Concept
- c) Readiness to Learn
- d) Motivation to Learn

Answer: b) Self-Concept

26. Which analysis in TNA answers the question, "What is the context in which training will occur?"CO1

- a) Individual Analysis
- b) Task Analysis
- c) Organizational Analysis
- d) All of the Above

Answer: d)All of the Above

27. Gamification in training is used primarily to:CO2

- a) Make training more childish.
- b) Increase engagement and motivation through game-like elements.
- c) Replace all traditional forms of training.
- d) Reduce the overall cost of training development.

Answer: b) Increase engagement and motivation through game-like elements.

28. A training program aimed at changing employee attitudes towards safety protocols is targeting which domain of learning?CO1

- a) Cognitive
- b) Affective
- c) Psychomotor
- d) Kinesthetic

Answer: b) Affective

29. The "Readiness to Learn" principle of adult learning suggests that:CO1

- a) Adults are ready to learn whatever they are told to learn.
- b) Adults become ready to learn when they experience a need to know or do something.
- c) Readiness is solely dependent on the trainer's expertise.
- d) Readiness is fixed and cannot be influenced.

Answer: b) Adults become ready to learn when they experience a need to know or do something.

30. Benchmarking is a method often used during which part of the TNA process?CO2

- a) Person Analysis
- b) Task Analysis
- c) Organizational Analysis
- d) Only during evaluation

Answer: c) Organizational Analysis

31. For skill-based learning outcomes to be effective, the training must provide:CO2

- a) Extensive theoretical background.
- b) Opportunities for practice and feedback.
- c) A large volume of reading material.
- d) Abstract concepts to ponder.

Answer: b) Opportunities for practice and feedback.

32. The "D" in the ADDIE model involves:CO1

- a) Diagnosing performance gaps.
- b) Developing the training curriculum and materials.
- c) Delivering the training.
- d) Determining the training budget.

Answer: b) Developing the training curriculum and materials.

33. A decentralized training structure is most beneficial for: CO2

- a) Ensuring uniform training across the entire organization.
- b) Large, diverse organizations with unique business unit needs.
- c) Reducing the number of trainers employed.
- d) Centralizing control over all learning initiatives.

Answer: b) Large, diverse organizations with unique business unit needs.

33. The "Role of the Instructor" in adult learning should be that of a:CO2

- a) Sole authority and content expert.
- b) Facilitator and resource person.
- c) Disciplinarian.
- d) Passive observer.

Answer: b) Facilitator and resource person.

34. Which of these is a direct indicator of a training need?CO2

- a) High employee turnover.
- b) A significant number of customer complaints.
- c) A low Net Promoter Score (NPS).
- d) An employee failing to perform a task correctly.

Answer: d) An employee failing to perform a task correctly.

35. The concept of "Massed" vs. "Spaced" practice relates to:CO2

- a) The number of participants in a session.
- b) The scheduling of practice sessions (long vs. short intervals).
- c) The complexity of the training content.
- d) The geographical distribution of trainees.

Answer: b) The scheduling of practice sessions (long vs. short intervals).

36. When training is linked to organizational strategy, it is more likely to be viewed as a(n):CO2

- a) Necessary evil.
- b) Investment rather than an expense.
- c) Administrative function.
- d) Short-term fix.

Answer: b) Investment rather than an expense.

37. To motivate adults to learn, training should FIRST:CO1

- a) Be conducted at a remote, luxurious location.
- b) Clearly answer the question "What's in it for me?" (WIIFM).
- c) Use the most advanced technology available.
- d) Be mandatory for all.

Answer: b) Clearly answer the question "What's in it for me?" (WIIFM).

38. In VARK Model-What is A stands for:CO1

- a) Action
- b) Audio
- c) Auditory
- d) Attention

Answer: c)Auditory

39. “Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job”.Who gave this statement.CO1

- a)Michel Armstrong
- b)Edwin B Flippo
- c)Aswathappa
- d)Roger

Answer: b)Edwin B Flippo

40. Which of the following is a benefit to the individual while receiving training?CO1

- a)Creates an appropriate climate for growth, communication
- b)Aids in increasing productivity and/ or quality of work
- c)Satisfies a personal needs of the trainer
- d)None of the above

Answer b)Aids in increasing productivity and/ or quality of work

Kindly fill the total marks allocated to each CO's in the table below:

COs	Marks Allocated
CO1	10 Marks
CO2	10 Marks

Blooms Taxonomy Levels given below for your ready reference:

L1= Remembering
L2= Understanding
L3= Apply
L4= Analyze
L5= Evaluate
L6= Create