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| **C:\Users\ADMIN\Desktop\j.png** | **JAIPURIA INSTITUE OF MANAGEMENT, INDORE**Post Graduate Diploma in Management |
| **Course Title: Learning & Development, (Course Code: 40329)****End-Term Examination, Term - V (January, 2025)**  |
|  **Time Duration : 2 Hours Total Marks: 40** |

***General Instructions*:**

1. *Answer the questions as directed. The break-up of the marks is given wherever necessary.*
2. *Marks against each question is indicated to its right.*
3. *Answer all the questions of a ‘Section/Question’ at one place in continuation.*
4. *Answers should be brief and to the point.*
5. *Do not write on the question paper except your roll number.*

**SECTION - A**

1) Discuss training as a cost or investment for organizational excellence. **(Marks 8)** CLO1

2) As the Head of Learning and Development at a financial services firm, you recently conducted a leadership training program for mid-level managers. The senior management team has asked for a detailed report on the program's impact to justify its return on investment (ROI).

1. Identify key training metrics you would use to measure the effectiveness of the leadership training program.
2. Describe the methods you would use to collect data for these metrics. **(Marks 12)** CLO1

**SECTION - B**

3) Design an induction training program for MBA students. **(Marks 8)** CLO2

4) You are the HR Manager at a rapidly growing technology company. Over the past year, you have observed that mid-level managers in your organization are struggling to adapt to the new project management software implemented by the company. Projects are being delayed, and client satisfaction is declining as a result. The senior leadership team has asked you to identify the specific training needs for these managers to improve their productivity and efficiency.

**Task:**
Develop the steps you would take to conduct a Training Needs Analysis (TNA) in this situation. The answer should include data sources for identifying skill gaps and ways of involving mid-level managers in the process

Provide detailed reasoning for each step in your approach. **(Marks 12)** CLO2