

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM / PGDM (MARKETING) / PGDM (SERVICE MANAGEMENT)
V TRIMESTER (Batch 2019-21)
END TERM EXAMINATION, JANUARY 2021

Set – I

Course Name	LEARNING AND DEVELOPMENT	Course Code	HR502
Max. Time	2 Hours	Max. Marks	40

INSTRUCTIONS:

- All the questions are compulsory and carry 10 marks each.
- Answers to be written in one single MS-Word file only (Arial font size 11).
- Be precise and objective in your answers.

Q.1 What are the factors which affects the choice of training methods? How can you overcome the dysfunctional behavior of trainees in your training session? Explain with the help of relevant examples. (10 Marks)

Q.2.3. You are working as the head of training of a well-known organization. Design a training programme for the 'sales force' of one of your clients engaged in retail business. The client wants the programme should be for three days. Describe what the content of the training would entail, the methods you would use, and the instructional media and equipment you would want and why? Also, what type of room setup and the number of sessions would you need and why? (10 Marks)

Q.3 Discuss the Kirkpatrick model for evaluating training. If you are the training manager, what criteria would you adopt for organizing a training programme for your own company? (10 Marks)

Q4. Case let: Is Raman in need of Remedial Training?

Raman Sharma has been employed for six months in the accounts section of a large manufacturing company in Faridabad. You have been his supervisor for the past three months. Recently you have been asked by the management to find out the contributions of each employee in the Accounts Section and monitor carefully whether they are meeting the standards set by you.

A few days back you have completed your formal investigation and with the exception of Raman, all seem to be meeting the targets set by you. Along with numerous errors, Raman's work is characterized by low performance – often he does 20 percent less than the other clerks in the department.

As you look into Raman's performance review sheets again, you begin to wonder whether some sort of remedial training is needed for people like him.

Question: As Raman's supervisor can you find out whether the poor performance is due to poor training or to some other cause? Justify. If you find Raman has been inadequately trained, how do you go about introducing a remedial training programme? (10 Marks)

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Unmoderated
Set - II

Set – II

Course Name	LEARNING AND DEVELOPMENT	Course Code	HR502
Max. Time	2 Hours	Max. Marks	40

INSTRUCTIONS:

- a. All the questions are compulsory and carry 10 marks each.
- b. Q.1-4 to be done in one single MS-Word file only (Aria font size 11)
- c. Be precise and objective in your answers.

Q.1 You are heading a training department of XYZ organization. The employees are not performing the way they are expected to perform. As a trainer, you are required to conduct training need analysis. Explain with examples the steps you will take into consideration in order to identify training needs.

Q.2 Kirkpatrick model is one of the most effective tools for evaluating training effectiveness. If you are the training manager, what criteria would you adopt for organizing a training programme for your own company and evaluate the same through Kirkpatrick model? (10 Marks)

Q.3 Suppose you are designing a training programme for a group of 40 employees. These employees come from a wide range of ethnic and cultural backgrounds and have different educational and experience backgrounds relative to the content of the training. What training design features would you use to address these constraints? (10 Marks)

Q.4 Mrs. Rama Devi worked for 20 years in the Horlicks Biscuits Ltd. She joined very recently the Nutrine Biscuits Ltd., as the production manager. She was supposed to attend a routine departmental heads meeting last Friday at 4.30 pm, which was presided over by the MD of the company. She didn't attend the meeting as there was no formal or informal communication to her. The MD didn't like her absence as there were many important items to be discussed regarding production department. Mrs Rama Devi was called by the MD on the next day and asked explanation for not attending the meeting. Mrs Rama Devi replied that there was no information. The secretary said that it was a routine meeting and such information was not sent to any departmental head. But all other heads, except Mrs.Rama Devi, attended the meeting. Then, the MD spent a lot of time to find out the man, who is responsible for the incident, but he could not succeed.

Question: Who is responsible for the occurrence for such a mistake? Find out the reason for the incident. How do you propose to solve such problems in future? (10 Marks)
