

**JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM (G/S/M) 2016-18 BATCH, TRIMESTER- V
END-TERM EXAMINATION, JANUARY, 2018**

Course Name	Training and Development	Course Code	HR 502
Max. Time	2 Hours	Max. Marks	40

Instructions:

- Write your answers legibly and precisely.
- Don't write anything on question paper except your roll number.

Q1. 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)**

Q2. Your department has asked you to design a training calendar for two-day workshop on Team Building and Conflict Management for middle level managers of private sector organizations. Approximately 100 managers need to be trained. 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)

Q3. When training a group of workers, often the challenge for the trainer is ensuring the key messages are getting through to everyone. In larger groups it's not always easy keeping everyone engaged, and all too often, one or two of the workers are simply not paying attention. In the end, you have a roster sheet full of employee signatures to show that they've taken the training, "but how do you know they were actually trained?"

- When training a group of workers, what are some of the physical indicators that tell you whether or not a group is no longer attentive? List several reasons why workers may not be engaged in a training session.
- As a trainer, list the different methods you can use to facilitate a successful and engaged group training session.

(10 Marks)

Q4. Short Case

(10 Marks)

Training Planning

Larry, a high school kid looking for a summer job, was hired as a cook at a nearby restaurant. Larry had no experience working in kitchens, but the supervisor who hired him, explained that it wasn't necessary, because they would train him. On Larry's first day, he was paired with a Senior Line Cook by the name of Tyler. Tyler wasn't especially thrilled with the idea of having to train a new guy on the busiest night of the week, and expressed his concern to the manager. "You're our most senior employee, so that makes you the most qualified person to do the training." A frustrated Tyler didn't say much after that – and aside from giving Larry a nod of acknowledgement, his only words to him were "watch, and stay out of my way."

By the time the main dinner rush hit, the entire kitchen line was bustling with activity and Tyler was doing his best to call orders, time out bills, and cook all at the same time. As more and more orders came in, the stress level in the kitchen had increased dramatically. It was at this point Tyler turned to Larry and barked, "I need you to run to the fridge and get me more hamburger meat!" Afraid to ask any questions, Larry quickly turned to look for the fridge, and as instructed, "ran" through the kitchen line to get more meat. A cook, unaware that Larry was coming through, turned to put up a dish, and collided with Larry. He never heard him coming.

- a. Identify and list all the things that went wrong on Larry's first day.
- b. When selecting an employee to do training, how much does seniority factor in your decision and why?
- c. If employees are good at their jobs, does that automatically make them good trainers, and why?
- d. Identify five top character traits that you would look for in a qualified trainer.
- e. When organising a new employee's training plan, what factors should you consider when scheduling the training session?
