

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

PGDM / PGDM (M) / PGDM (SM)

V TRIMESTER (Batch 2017-19)

END TERM EXAMINATION, DECEMBER 2018

SET - 1

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

INSTRUCTIONS: Instructions: Attempt all questions

PART – A

- Q1 You are asked to deliver a two-day workshop for managers on effective feedback skills. It is focused primarily on performance reviews. 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 you would need and why? (10 Marks)
- Q2 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)?
- Q3 What are the factors which affects the choice of training methods? How can you overcome the dysfunctional behavior of trainees in training session? Explain with the help of relevant examples. (10 Marks)

PART – B (10 Marks)

Case Analysis

Padmaja has been employed for six months in the accounts section of Godavari polymers, manufacturing company in Hyderabad. You have been her 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 Padmaja all seem to be meeting the targets set by you. Along with numerous errors, Padmaja's work is characterized by low performance often she does 20% less than the other clerks in the department. As you look into Padmaja's performance review sheets again, you begin to wonder whether some sort of remedial training is needed for people like her.

- Q1. As Padmaja's supervisor can you find out whether the poor performance is due to poor training or to some other cause?
- Q2. If you find Padmaja has been adequately trained, how do you go about introducing a training programme?