



ROLL NO.

**PRESIDENCY UNIVERSITY, BENGALURU
SCHOOL OF MANAGEMENT**

Max Marks: 100

Max Time: 180 Mins

Weightage: 40 %

ENDTERM FINAL EXAMINATION

I Semester AY 2017-18

Course: **HRM304 LEARNING & DEVELOPMENT**

13 DECEM 2017

Instructions:

- i. Write legibly
-

Part A

[10 Q x 2 M= 20 Marks]

1. What is a learning organization?
2. How “after action review” is used as a knowledge management tool?
3. What is summative evaluation?
4. Give the merits and demerits of panels?
5. What is apprenticeship? Give example.
6. What factors influence your choice of training method?
7. How job experiences are used for employee development?
8. List down any four Features of Learning Management Systems.
9. What do you understand by the term ‘Cultural Immersion’?
10. Define Organizational Development.

Part B

[5 Q x 8 M= 40 Marks]

1. What could be done to increase the likelihood of transfer of training if the work environment conditions are unfavorable and cannot be changed? Explain with suitable illustrations.
2. How might you estimate the benefits from a training program designed to teach employees how to use the World Wide Web to monitor stock prices? Explain.
3. Discuss the key components of behavior modeling training.
4. Why would a company use a combination of face-to-face instruction and Web-based training? Explain.
5. Discuss the steps necessary to introduce a new training practice from a change model perspective.

Part C

[2 Q x 20 M= 40 Marks]

1. Cablevision developed an e-learning course that taught salespersons how to increase the number of cable television subscribers, thereby increasing revenue. The company wants to know if salespersons will increase upselling of cable television services (e.g., premium channels) and will try to sell other products (e.g., e-mail and Web access). The company also wants to know the ROI of this training program.
 - a. What training outcomes should the company collect and from whom? (5 Marks)
 - b. What evaluation design would you recommend? Defend your recommendation. (5 Marks)
 - c. Show how Cablevision can conduct an ROI analysis. Describe the information the company should collect and how it should be collected. (10 Marks)

2. Cisco Systems of San Jose, California, helps people make connections in business, education, philanthropy, or creativity. Cisco hardware, software, and service offerings are used to create the Internet solutions that make networks possible—providing easy access to information anywhere, at any time. Cisco’s account managers are the company’s frontline sales force. A needs assessment found that account managers were concerned because learning content was not being delivered to them in a way that fit their work patterns or learning styles. Because account managers spend a lot of time traveling, they wanted to get on the Internet, find what they needed, and get out again. They preferred not to sit in front of a personal computer for a long e-learning course. As a result, Cisco is creating the Account Manager Learning Environment (AMLE). The AMLE is intended to be a development tool and performance support system based on four business objectives: increase sales, increase revenue, increase speed at which account managers become competent in a topic, and reduce travel and costs. Cisco’s goal in developing the AMLE is to create a learning environment that will motivate account managers to use it. (Source: Based on M. Delahoussaye and R. Zemke, “Ten Things We Know for Sure about Learning On-line,” *Training* (September 2001): 48–59; P. Galayan, “Delta force,” *T+D* (July 2002): 21–28.)
 - a. What new technology training methods would you recommend including in Cisco’s AMLE? Why? (10 Marks)
 - b. Discuss the knowledge, skills, behavior, or competencies that your training method(s) would focus on. (10 Marks)



PRESIDENCY UNIVERSITY, BENGALURU

SCHOOL OF MANAGEMENT

Max Marks: 60

Max Time: 120 Mins

Weightage: 20 %

2016 MBA III SEMESTER MID TERM EXAMINATION

I Semester AY 2017-2018 Course: **HRM 304 Learning and Development**

14 Oct 2017
9.30 AM – 10.30 AM

Instructions:

- i. Write legibly
-

Part A

(5Q x 2 M= 10 Marks)

1. Draw the training design process.
2. What are the main objectives of Learning and Development?
3. Why is Needs Assessment Necessary?
4. Write short notes on social learning theory.
5. What details should be considered when evaluating a Training Room?

Part B

(6 Q x 5 M= 30 Marks)

6. Discuss the forces influencing the workplace and learning, and explain how training can help companies deal with these forces.
7. Describe the strategic training and development process.
8. Discuss the advantages and disadvantages of organizing the training function according to the customer model?
9. Explain how do you make sure employees are ready for training?
10. Discuss the five types of learner outcomes.
11. Explain, using examples, how Griener Curve helps an organization to be ready with the right learning solutions?

Part C

(2 Q x 10 M= 20Marks)

12. Case Study:

Fred has recently become a manager at a local hardware store that employs six managers and 55 non-management employees. As new, larger chains such Home Depot come to the area, the owner is concerned about losing many customers because he cannot compete on the basis of price. The management team met and discussed its strategic response. The team arrived at a strategy that would focus on high volume items and make personalized service the cornerstone of its effort. Fred's responsibility was to train all the non-management employees in good customer relations skills; for that he was given a budget of Rs. 70,000/- over the past six months, Fred has received a number of training brochures from outside organizations.

- One of the brochures boasted, "three-day workshop. Rs. 35,000/-. We will come in and train all your employees (maximum of 50 per session) so that any customer who comes to your store once will come again"

- Another said, “One-day Seminar on Customer Service Skills. The best in the country. Only Rs. 8000/- (Maximum participants 70).
- A Third said, “Customer Satisfaction guaranteed on our Customer Satisfaction training for sales clerks. Three-day workshop. Rs. 25,000/- Maximum participant 25 to allow for individual help”.

Fred liked the third one because it provided personalized training. He called the company to talk about its offering. The consultant said that by keeping the number small, he would be able to provide actual work simulations for each of the trainees. He also indicated that he would tailor the simulations to reflect the hardware store. Fred noted that they would need two sessions and asked the consultant if he could take a few more per session to accommodate the 55 employees. The consultant agreed. The training went ahead, and the cost was under budget by Rs. 20,000/-

Answer the following questions based on the case below, focus only on the training aspect of the case:

- a. Do you agree with Fred’s decision to conduct the training and use the third vendor? Explain your answer.
- b. What else might Fred do before choosing a training package? Describe your approach.
- c. If training went ahead as indicated, how successful do you think it would be? Explain your answer.