



PRESIDENCY UNIVERSITY,
BENGALURU

SCHOOL OF MANAGEMENT

MID TERM EXAMINATION

Odd Semester: 2018-19

Date: 30 October 2018

Course Code: HRM 303

Time: 2 Hours

Course Name: Learning and Development

Max Marks: 40

Branch & Sem: MBA III Sem

Weightage: 20%

Instructions:

- (i) Write legibly and be as concise as possible.

Part A

Answer **all** the Questions. **Each** question carries **three** marks.

(4x3=12)

1. Discuss the role of an L & D Professional.
2. Describe the strategic training and development process.
3. Explain how you make sure employees are ready for training.
4. List the features of an Effective Lesson Plan.

Part B

Answer **all** the Questions. **Each** question carries **six** marks.

(2x6=12)

5. Discuss the forces influencing the workplace and learning, and explain how training can help companies deal with these forces.
6. Demonstrate the role of learning theories in Instructional design.

Part C

Answer the Question. Question carries **sixteen** marks.

(1x16=16)

7. Fabrics, Inc. once a small organization, recently experienced an incredible growth. Only two years ago, the owner was also the supervisor of 40 employees. Now it is a firm that employs more than 200. The fast growth proved good for some, with the opportunity for advancement. The owner called a consultant to help him with a few problems that emerged with the growth. "I seem to have trouble keeping my mold-makers and some other key employees", he said. They are in demand, and although I am competitive regarding money, I think the new supervisors are not treating them well. Also, I received some complaints from customers about the way the supervisors talk to them. The supervisors were all promoted from within, without any formal training in supervising employees. They know their stuff regarding the work the employees are doing, so they are able to help employees who are having problems. However, they seem to get into arguments easily, and I hear a lot of yelling going on in the plant. When we were

smaller, I looked after the supervisory responsibilities myself and never found a reason to yell at the employees, so I think the supervisors need some training in effective ways to deal with employees. I only have nine supervisors – could you give them some sort of training to be better?

- a) As a consultant trainer, how would you conduct a training need analysis and prepare report of the findings.
- b) Based on the findings, propose a detailed plan of training program covering the aspects such as learning outcomes, learning environment and learning content etc.



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SCHOOL OF MANAGEMENT

SET A

END TERM FINAL EXAMINATION

Odd Semester: 2018-19

Course Code: HRM 303

Course Name: Learning and Development

Programme & Sem: MBA & III Sem

Date: 09 January 2018

Time: 3 Hours

Max Marks: 80

Weightage: 40%

Instructions:

- (i) *Write legibly and be as concise as possible.*

Part A

Answer **all** the Questions. **Each** question carries **five** marks.

(4Qx5M=20)

1. Discuss the training evaluation process.
2. What do you understand by transfer of training? Discuss the three theories associated with the transfer process?
3. Define e-learning. List the potential features of e-learning.
4. Describe the major approaches to developing employees.

Part B

Answer **all** the Questions. **Each** question carries **ten** marks.

(3Qx10M=30)

5. Explain, using examples, the various outcomes used in the evaluation of the L&D programs.
6. How will you choose a training method? Illustrate using suitable examples.
7. Explain, using examples, how job experiences are used for employee development?

Part C

Answer **both** the Questions. **Each** question carries **fifteen** marks.

(2Qx15M=30)

8. Mechanics from dealerships across the country attended a three-day training session put on by the manufacturer. The cost of training, including the travel and lodging was split between the manufacturer and dealerships. The focus of the training was the electrical systems in three lines of automobiles. Given the number of trainees, it would have been too expensive to provide three automobiles for each mechanic to work on and it would be nearly impossible to find a facility large enough to do so. So the training was designed for the instructor to give instruction on the

various systems and then to pose various problems that might occur. The trainees would then try to identify the symptoms that would result. For examples, the problem might be given as “car has a burned-out capacitor”. The trainees would then try to identify the symptoms that would appear (Eg: High current surge demands on the vehicle’s electrical systems can damage the electrical system, including the battery, alternator and voltage regulator). The training covered a wide range of electrical problems and the mechanics rated the program highly as they left. As a training director, how will you measure the ROI of the training program offered.

9. You are a HR manager in a growing firm in hospitality industry. Your boss says she wants to start utilizing on-the-job training for newly hired customer support executives to bring down the number of customer complaints. How will you plan and deliver the on-the-job training?



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SCHOOL OF MANAGEMENT

SET B

END TERM FINAL EXAMINATION

Odd Semester: 2018-19

Course Code: HRM 303

Course Name: Learning and Development

Programme & Sem: MBA & III Sem

Date: 09 January 2018

Time: 3 Hours

Max Marks: 80

Weightage: 40%

Instructions:

- (i) Write legibly and be as concise as possible.

Part A

Answer **all** the Questions. **Each** question carries **five** marks.

(4Qx5M=20)

1. What is self-management? Describe the components of a self-management module.
2. Discuss the reasons why it is important to evaluate training.
3. Discuss the process of case development.
4. How should development programs be developed? And, to whom are most development programs directed?

Part B

Answer **all** the Questions. **Each** question carries **ten** marks.

(3Qx10M=30)

5. Explain how knowledge management will encourage transfer of training.
6. Discuss the key components of behavior modeling training.
7. Discuss the employee's and organizational responsibilities in development planning process?

Part C

Answer **both** the Questions. **Each** question carries **fifteen** marks.

(2Qx15M=30)

8. You are a Head of training division in a Manufacturing firm. In a year you handle around 200 training programs catering to the needs of different group of employees. Current ERP system in place to support training activities allow limited time for practice, feedback, and assessment. Your organization is considering to migrate to a

Learning Management System (LMS). Suggest a suitable LMS platform. What factors will influence your decision? How will you choose an LMS?

9. Domino's Pizza was interested in determining whether a new employee could learn how to make a pizza using e-learning. The e-learning platform provides the proper procedure for "massaging" a dough ball and stretching it to fit a 12-inch pizza pan. Domino's quality standards emphasize the roundness of the pizza, an even border, and uniform thickness of the dough.
 - a. What outcomes or criteria should domino's pizza measure to determine if e-learning is an effective method? (7.5 Marks)
 - b. Describe the evaluation design would you recommend? Defend your recommendation. (7.5 Marks)