



GL BAJAJ

Institute of Management & Research

Approved by A.I.C.T.E., Ministry of HRD, Govt. of India

Roll No.....

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) – 201306

POST GRADUATE DIPLOMA IN MANAGEMENT (2019-21) END TERM EXAMINATION (TERM -IV)

Subject Name Learning & Development

Time: **02.30 hrs**

Sub. Code PGH-02

Max Marks: **60**

Note:

1. All questions are compulsory in Section A & C. Section A carries 8 questions of 2.5 marks each, Section B carries 5 questions of 04 marks each and Section C carries 1 Case Study of 20 marks.

SECTION - A

Attempt all questions. All questions are compulsory.

2.5×08 = 20 Marks

Q. 1 (A): List some expatriate competencies.

Q. 1 (B): Outline the emerging trends of training and development In India.

Q. 1 (C): What do you understand by resistance for training?

Q. 1 (D):“Training is an investment and not an expense.” Comment

Q. 1 (E): What is an assessment centre? Explain

Q. 1 (F): What are the benefits of simulation training at workplace?

Q. 1 (G): Discuss the Operant theory of learning?

Q. 1 (H): What is the rationale of cost benefit analysis of training?

SECTION - B

Attempt any five out of six questions

04×05 = 20 Marks

Q. 2: “Training techniques must be subservient to the aims of the training sessions” In the background of this statement explain in detail various methods and techniques used for Training?

Q. 3: How will you do Training Need Analysis for a retail store which has just reported a dip in customer satisfaction levels? The store is a large format retail store and part of a large chain of retail stores.

Q. 4: Imagine you have been asked to design a training workshop for a group of people who have been recruited recently for the floor level operations of an FMCG company. How will you proceed? Explain each step in detail.

Q. 5: Explain the role of cross-cultural training programs in managing today’s diverse workforce in global scenario.

Q. 6: New Technologies have made it possible to reduce costs in delivering training and increasing effectiveness of the learning environment”. Explain the statement and elaborate potential benefits of imparting training through technology.

Q. 7: What are the various levels of training evaluation? Explain how the effectiveness of training programs can be evaluated.

SECTION - C

Read the case and answer the questions

10×02 = 20 Marks

Q. 8: Case Study:

Training for Whom?

Microelectronics, a California-based electronics defense contractor, has enjoyed a smooth growth curve over the past five years, primarily because of favorable defense funding during the Reagan administration's build-up of U.S. military defenses. Microelectronics has had numerous contacts to design and develop guidance and radar systems for military weaponry. Although the favorable funding cycle has enabled Microelectronics to grow at a steady rate, the company is finding it increasingly difficult to keep its really good engineers, based on extensive turnover analyses conducted by Ned Jackson, the human resources planning manager. Microelectronics problem seems to be its inability to keep engineers beyond the "critical" five year point. Apparently, the probability of turnover drops dramatically after five years of service. Ned's conclusion is that Microelectronics has been essentially serving as an industry college. Their staffing strategy has always been to hire the best and brightest engineers from the best engineering schools in the United States.

Ned believes that these engineers often get lost in the shuffle at the time they join the firm. For example, most (if not all) of the new hires must work on non-classified projects until cleared by security to join a designated major project. Security clearance usually takes anywhere from six to ten months. In the meantime the major project has started, and these young engineers frequently miss out on its design phase, considered the most creative and challenging segment of the program. Because of the nature of project work, new engineering often have difficulty learning the organizational culture - such as who to ask when you have a problem, what the general dos and don'ts are, and why the organization does things in a certain way.

After heading a task force of human resource professionals within Microelectronics, Ned has been designated to present to top management a proposal designed to reduce turnover among young engineering recruits. The essence of his plan is to create a mentor program, except that in this plan the mentors will not be the seasoned graybeards of Microelectronics, but rather those engineers in the critical three-to-five year service window, the period of highest turnover. These engineers will be paired with new engineering recruits before the recruits actually report to Microelectronics for work.

According to the task force, the programme is twofold: (1) it benefits the newcomer by easing the transition into the company, and (2) it helps the three-to-five-year service engineers by enabling them to serve an important role for the company. By performing the mentor role, these engineers will become more committed and hence less likely to leave. As Ned prepared his fifteen-minute presentation for top management, he wondered if he had adequately anticipated the possible objections to the program in order to make an intelligent defense of it. Only time would tell.

Question

Q 8(A): Identify and discuss the salient issues/problems from HR point of view for this case.

Q8 (B): If you were to study this turnover problem, how would you conduct a needs analysis or evolve a counseling program?

Mapping of Questions with Course Outcome

Question Number	CO
Q. 1 (A):	CO1
Q. 1 (B):	CO1
Q. 1 (C):	CO4
Q. 1 (D):	CO1
Q. 1 (E):	CO1
Q. 1 (F):	CO1
Q. 1 (G):	CO4
Q. 1 (H):	CO1
Q. 2:	CO3
Q. 3:	CO2, CO4
Q. 4:	CO5
Q. 5:	CO4
Q. 6:	CO1, CO2
Q. 7:	CO5
Q 8(A):	CO1
Q8 (B):	CO2, CO3 ,CO4

Note: Font: Times New Roman, Font size: 12.