



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

**POST GRADUATE DIPLOMA IN MANAGEMENT (2017-19)  
END TERM EXAMINATION (TERM-IV)**

Subject Name: **Learning and Development**

Time: **02.00 hrs**

Sub. Code: **PGH02**

Max Marks: **50**

**Note:**

- 1. Writing anything except Roll Number on question paper will be deemed as an act of indulging in unfair means and action shall be taken as per rules.**
- 2. All questions are compulsory in Section A, B & C. Section A carries 2 Case Studies, 10 marks each. Section B carries 2 questions of 10 marks each and Section C carries 5 questions 2 marks each.**

**SECTION-A**

**10×02 = 20 Marks**

**Q. 1: Case Study:**

Network Appliances (NetApp) creates innovative storage and data management solutions that help customers accelerate business breakthroughs and achieve outstanding cost efficiencies. NetApp is one of the fastest-growing storage and data management providers, with over 8,000 employees in 130 offices around the world. NetApp was rated among the top 15 best workplaces in 2008 in Fortune magazine's "100 Best Companies to Work For" annual report and has been on the list for six consecutive years. NetApp is known for several of its training and development programs, including its "Training On All Special Things" (TOAST), a new-hire orientation program with top-level NetApp executives and NetApp University. As a result of company growth, NetApp needed to develop recently hired support engineers in order to provide world-class services. Existing training programs were inadequate; NetApp needed training that would cover troubleshooting skills for all aspects of support, including process, systems, operations, and soft skills. These skills were needed to ensure that NetApp's newly hired support engineers would be competent in meeting demands for NetApp's services. To conduct a needs assessment, NetApp asked its best performers to participate in focus groups. The focus groups were asked to consider what types of support engineers needed to know to perform their jobs. From the focus groups, more than 1,400 tasks were identified. The tasks were ranked according to difficulty, frequency, and importance. Five hundred tasks were identified as being critical for support engineers to perform within their first year on the job. To address these tasks, a new-hire training program was developed.

**A. Critically analyze NetApp's needs assessment process. (5 marks)**

**B. What training methods would you suggest to NetApp that would be best suited to its needs. (5 marks)**

**Q.2: Case Study:**

At Sisters of Charity Providence Hospital, a 304-bed hospital in Columbia, South Carolina, a training function that addresses performance gaps and supports quality service is a top priority. Training and development programs are linked to the hospital's strategic goals: to become an employer of choice and to provide service and operational excellence. It is not only important to develop programs supporting the strategy but also to provide evidence as to how they contribute. One priority has been to develop leaders from its current managers. The hospital's first program, Leading Edge, included a curriculum that focused on financial and

performance management, identifying and recruiting top talent, and change management. The focus of the training was based on the middle managers' performance needs and weaknesses. The training used a variety of methods but each program included a set of team building activities and a performance review of the organization. Formal processes were implemented to hold leaders accountable for the performance of their area. The principle objectives included (1) increased earnings before interest, depreciation, and amortization and (2) improvement of employee and patient satisfaction. Each goal was met during the first year of the program and improvements have continued. For example, to measure a behavior change in manager feedback, questions were added to employee surveys. Results indicate that there has been a significant increase in feedback by leaders who have attended the training program. Another priority has been to use training to improve patient care. This has led to the hospital's investment in a clinical simulation training program that recreates real patient experiences in a safe practice environment. Five practice patient rooms have been constructed, each with patient simulators. The "patients" can cough, vomit, and reproduce other bodily functions as well as communicate their medical needs. Employees can work alone or in teams during the simulations to improve their patient care and problem-solving skills. Trainers provide time for reflection and provide feedback to help employees learn. The realistic work environments have improved patient care and employee satisfaction has increased. Also, the retention rate for new first year nurse graduates has increased.

- A. Do you think the hospital is providing the right kind of training to its employees? Why or why not? (5 marks)**
- B. What is the appropriate way to evaluate training effectiveness under circumstances mentioned in the case.(5 marks)**

### **SECTION-B**

**10×02 = 20 Marks**

Q. 3: Do you agree with the statement, "Training is the solution to all performances problems". What factors other than skill or knowledge deficiency may lead to a gap between expected performance and actual performance of an employee?

Q. 4: Discuss how changes in corporate strategy over the years have been accompanied with the changes in the training provided by firms to their employees. Substantiate with relevant examples.

### **SECTION-C**

**02×05 = 10 Marks**

**Q.5 (A):** Why would a company use a combination of face-to-face instruction and Web-based training?

**Q. 5 (B):** How Donald Kirkpatrick's Model is used as criteria of evaluation?

**Q. 5 (C):** If you had to choose between experiential learning and sensitivity training for developing an effective team, what would you choose? Defend your choice.

**Q. 5 (D):** Do you think that Hofstede's cultural dimensions still hold value? Discuss.

**Q. 5 (E):** "Sending high-value employees into a totally new work environment while merely hoping that they'll rapidly regain prior levels of performance can adversely affect an organization." Explain what you will do in this situation.