

PGDM, 2016-18
Training & Development
DM-323
Trimester – III, End term Examination: March 2017

Time allowed: 2 Hrs 30 Min
Max Marks: 50

Roll No: _____

Instruction: Students are required to write Roll No on every page of the question paper, writing anything except the Roll No will be treated as **Unfair Means**. In case of rough work please use answer sheet.

SECTION - A

[Marks-15]

There are 5 questions in this section. Attempt any 3 questions. Each question carries 5 marks.

1. Explain how training relates to attracting new employees and retaining the existing ones.
2. What are the advantages and disadvantages of centralized training function?
3. What are the four elements in the learning cycle suggested by Kolb? Illustrate them with an example of your own learning.
4. You are designing a course on 'Body Language'. Using Bloom's Taxonomy, write one learning objective each for **Comprehension, Application and Analysis** level.
5. What is the significance of 3- tier training-need survey?

SECTION - B

[Marks-20]

There are 3 questions in this section. Attempt any 2 questions. Each question carries 10 marks.

1. What forces are affecting the learning and development at today's workplace. How can training help companies deal with these forces?
2. What technologies might be useful for ensuring transfer of training? What could be done to increase the likelihood of transfer of training if the work environment conditions are unfavorable and cannot be changed?
3. In gauging the effectiveness of a training program, there are four categories of outcomes companies can measure; Reaction, Learning, Behaviour and Result. List some of the result outcomes. Why do most organizations not use result outcomes for evaluating their training programs.

TURN OVER

SECTION C

Case Study

There are 2 questions in this section.

The mission at Tires Plus's headquarters and its 500 stores in 22 states is to encourage employees to be the same at work as they are in every other area of their lives. Tires Plus sells and repairs tyres and provides other car repair services. Employees at Tires Plus include managers, various levels of automobile technicians/mechanics; retail sales people and tyre maintenance technicians. Tires Plus has the philosophy, "We won't sell you tyres, we help you buy them," encouraging customers to be confident that tyres and services will never be recommended unless they are needed. This straight forward honest approach is the basis of Tires Plus's success, and has helped make it part of the largest tyre retailing group in the country. At Tires Plus, customer satisfaction is simply not good enough rather; guest enthusiasm must be the goal. Tires Plus believes that a customer who leaves satisfied will come back, but a guest who leaves enthused may tell everyone they know. Therefore Tires Plus not only demands guests be treated courteously but also guarantees the lowest price on every tyre it sells. One of the company's most important goals is to promote employee's growth and loyalty and fairness as social and economic concepts.

1. What do you think are the most important business goals for Tires Plus? **(5 Marks)**
2. If you were going to establish Tires Plus University, what types of strategic training and development initiatives would you create? **(10 Marks)**