

VPM's
DR VN BRIMS, Thane
Programme: MMS (2021-23)
Third Semester Regular Examination February 2023

Course Name:	Training & Development	Course Code	MMS-H-304
Roll No.		Marks	60
Total No. of Questions	6	Duration	3 Hours
Total No. of printed pages	2	Date	08-02-2023

Course Outcome Statements:

CO1: Recall the key concepts of training and development for its application in business

CO2: Explain the training process, models, theories, methods of training used for employee's development in an organization.

CO3: Identify & Apply the training needs of employees which would help in achieving the goals of an organization.

CO4: Examine the impact of training on various organizational and HR aspects

CO5: Evaluate the effectiveness of training design, method, process/ program, conducted for employees keeping in mind the benchmarks.

Instructions: - All Questions are Compulsory			Marks	BL	CO
Q. No.	Questions				
Q. 1	Case/Case-let Study				
	<p>Business Goals Drive Learning at Verizon Verizon's three business goals for 2011 were to build a business and a workforce that were as good as its networks, to lead in shareholder value creation, and to be recognized as an iconic technology company. The company's strategic business units align their priorities with the overall company business goals. The Learning and Development section of Verizon establishes training priorities and initiatives that support the business units and overall company goals. To help create shareholder value, a customized executive education development program sponsored by the company president and CEO was developed to help senior managers understand how to drive long term value chain. The program provides them with tools, processes and metrics to help them understand how to positively influence shareholder value. As a part of program, senior managers work in cross functional teams and are given an assignment to identify barriers to creating more shareholder value. At the end of the session, each team presents its recommendations to top executives. Many of these recommendations have been implemented, resulting in such changes as new budgeting processes and new process improvement program. Also, as part of the program, each manager chooses one or two actions that they will commit to for positively influencing shareholder value. These actions are part of senior manager's performance review. Because innovation and new technology drives Verizon's success, the company is using social media for training and on-demand learning. Videos distributed through the company's YouTube site are one of employee's favourite ways to learn. For example, videos are used to demonstrate system processes for sales teams. Many videos go "viral" with employees recommending to their peers a video they may have just watched. Verizon also expanded its internal social network for peer to peer collaboration. Also, Yammer.com was recently launched. It has more than 8,000 members and over 400 groups using it. Sales teams use the site to post questions and share best practices. In 2013 Verizon implemented tablet computers for performance support and training of</p>				

		retail store employees. An app puts all the data that retail store employees need to learn about devices, service plans, promotions and policies on the easy to use and readily accessible tablet computer. The app called SIMON (Simplified Information for the Moment of Need) runs on both Apple and Android devices and is designed to be used when interacting with a customer. Also, Verizon provided its field technicians with tablets to access product knowledge and fixes to service problems. Previously, each day local managers gave them handouts with this information. Verizon envisions that by 2022, its learning organization will have a greater emphasis on facilitating and moderating user-generated content rather than generating or providing content itself. The company expects that its workforce will use mobile online performance support on an as-needed basis into the future.			
	a.	Analyse the metrics (evaluation) that Verizon should use to show the effectiveness of its internal YouTube video site?	6	Level 4	CO4
	b.	Do you think it is easier for company like Verizon, which emphasizes technology and innovation, to adopt and use new technologies such as social media for training? Justify	6	Level 5	CO5
Q. 2		Answer Any one from the following.			
	a.	Do you feel MOOC's (Massive Open Online Courses) are a promising way to deliver training effectively? Justify	6	Level 5	CO5
	b.	If you had to choose between an adventure learning and in basket exercises for developing an effective team, which one would you choose? Defend your answer.	6	Level 5	CO5
Q. 3		Answer Any one from the following.			
	a.	Analyse the factors that a company should consider while deciding whether to outsource a training program?	6	Level 4	CO4
	b.	Assume that you have to prepare older employees (Gen X) with little computer experience to attend a training program on how to use Internet. How would you prepare them to attend such training?	6	Level 4	CO4
Q. 4		Answer Any two from the following.			
	a.	If you were asked to implement knowledge management system, identify a technique you would choose to ensure that employees shared and accessed knowledge?	6	Level 3	CO3
	b.	Identify a method you would choose to conduct a training need assessment for a receptionist of a 5-star Hotel	6	Level 3	CO3
	c.	Identify a seating arrangement you would choose for a training program which involves small group discussions along with lecture using PowerPoint and videos?	6	Level 3	CO3
Q. 5		Answer Any two from the following.			
	a.	Compare and contrast any two of the following learning theories: Expectancy Theory, Reinforcement Theory, Social Learning Theory.	6	Level 2	CO2
	b.	Outline the implications of generational differences at workplace? What care should companies take from training and development perspective to train such employees?	6	Level 2	CO2
	c.	Explain the difference between formative evaluation and summative evaluation.	6	Level 2	CO2
Q. 6		Answer Any two from the following.			
	a.	What are wearables and how are they going to influence training?	6	Level 1	CO1
	b.	What are the steps included in a training cycle? Explain	6	Level 1	CO1
	c.	How is Training different from Development? Explain with examples.	6	Level 1	CO1