Course Name:	Training & Development	Course Code		H-304
Roll No.		Marks		**60**
Total No. of Questions	6	Duration		**3 Hours**
Total No. of printed pages	3	Date		31/01/24

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 process/ program conducted for employees keeping in mind the benchmarks.

Instructions: -		Marks	BL	CO
Q. No 1 (All Questions are Compulsory)				
Q. No.	**Questions**			
Q. 1	Caselet **Toshiba E-Learning**			
	Toshiba has its roots since 1875. With net sales revenue of US $ 61705 million, it now has an employee strength of 206087 globally. It started its operations in India in the year 2001. With a diversified business portfolio such as notebook computers, LED's and LCD TV's. home appliances, office automation, thermal and hydropower plan systems, social infrastructure, and semiconductor and storage vehicles, the company today is globally diversified conglomerate. Toshiba's training and development programs focus on achieving shared values in all employees, accommodating their individual needs and career stage requirements. It classifies its training and development programs in 5 groups: global training, training by grade, training by job function, leadership development training and other category training for self-development. Cross cultural team building is one of the thrust areas of Toshiba's training. Economic slowdown in Japan and subsequently at the international level required the company to restructure the company into eight in house companies, with the delegation of authority and greater functional autonomy for quick decision making. Along with this, Toshiba also moved its training significantly from classroom to e-learning. This however, has not been done by Toshiba at the cost of making classroom training totally redundant. While initially the company was more focused on e-learning training for its dealers, dispersed globally, later it extended this to its employees too. The company believes that the latest e-learning and web conferencing tools are a better way to educate people, as they understand the real-time need for change. The company now embraces the "CEM" approach to training and development,			

		which blends classroom, e learning and mobile learning. Today with the click of a mouse, Toshiba's employees can access the training materials using their laptops. For dealers who are more dispersed geographically, such training is more meaningful for on-time updation of the knowledge about the products and its instructions.
		The cost-effective e-learning on Toshiba's portal is now seen as the 21st-century innovative training solutions for the following reasons:
		    1) Facility for remote training
		    2) Reduced time requirements and improved business
		    3) Human touch with web conferences
		    4) More flexibility in learning
		Today at Toshiba e-learning has not only eliminated the problem of geographical dispersion but has also improved in all spheres of its business activities.			

	a.	**Analyze** the effectiveness of Toshiba's e-learning training program.	6	Level 4	CO4
	b.	**Justify** if the success of Toshiba can be replicated in institutionalizing e-learning in an Indian organization.	6	Level 5	CO5
Q. 2		Answer **Any one** from the following.			
	a.	Dominos Pizza changed their method of training an employee to make pizza dough from on the job to audio visual. A CD was given to an employee on how to make perfect dough with detailed specifications on thickness and border. **Evaluate** the effectiveness of this change in the training method. Do you think this method will be more effective. Justify.	6	Level 5	CO5
	b.	If you had to choose between an adventure learning and structured management development program for developing an employee for senior management role, which one would you choose? **Defend** your answer.	6	Level 5	CO5
Q. 3		Answer **Any one** from the following.			
	a.	**Assume** that you have to prepare Gen X employees to attend a training program on how to use AI in their work. How would you prepare them to attend such training?	6	Level 4	CO4
	b.	**Examine** a situation in which MOOC's (Massive Open Online Courses) are an effective method to deliver training.	6	Level 4	CO4
Q. 4		Answer **Any two** from the following.			
	a.	**Identify** a method you would choose to conduct a training need assessment for a HR recruiter in a consultancy.	6	Level 3	CO3
	b.	**Identify** a seating arrangement you would choose for a training program that involves 35-40 participants with discussions and lecture using PowerPoint and videos?	6	Level 3	CO3
	c.	**Identify** the conditions under which a company should buy a training program from outside and when should it develop itself?	6	Level 3	CO3
Q. 5		Answer **Any two** from the following.			
	a.	**Compare** any two of the following theories: Social learning theory, reinforcement theory, Expectancy Theory and Maslow theory.	6	Level 2	CO2
	b.	**Explain** the difference between Mentoring and Coaching. In what cases are both used as a tool for Management Development?	6	Level 2	CO2
	c.	**Explain** how can training contribute towards sustainability initiative of an organization?	6	Level 2	CO2

Q. 6		Answer **Any two** from the following.			
	a.	**How** has new technology improved training and development? Also, what are the limitations of these technologies?	6	**Level 1**	**CO1**
	b.	**What** factors should a company consider in deciding to outsource a training program?	6	**Level 1**	**CO1**
	c.	**What** is the difference between Explicit knowledge and Tacit Knowledge? Share with example.	6	**Level 1**	**CO1**