

**VPM's**  
**DR VN BRIMS, Thane**  
**Programme: PGDM (2018-20) (HR)**  
**PGDM Trimester IV Examination September 2019**

<b>Subject</b>	<b>Training &amp; Development</b>		
<b>Roll No.</b>		<b>Marks</b>	<b>60 Marks</b>
<b>Total No. of Questions</b>	<b>7</b>	<b>Duration</b>	<b>3 Hours</b>
<b>Total No. of printed pages</b>		<b>Date</b>	<b>01/10/2019</b>

**Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.**

**Q1) Case Study:**

**20 Marks (Compulsory)**

**Work Styles Promotes Flexible Work at TELUS**

TELUS, a telecommunications company, is a Canadian company spread across several time zones. TELUS's Work Styles program was started to enhance employee productivity, help employees stay happy by promoting practices that enhance their work-life balance, and support TELUS's commitment to environmental sustainability. Work Styles allows employees to choose to work away from the office- at home or on the Road. Part of the Work Styles program includes providing employees with technology that can help them meet their job responsibilities and allow them to work when and where they can be most effective. Because many employees work at home or on the road, TELUS provides mobile devices including smartphones and notebook and tablet computers. These devices include teleconferencing and video conferencing capabilities and cloud-based networking applications, which help employees collaborate and interact with their peers. TELUS provides training courses that help employees work effectively in such a flexible work environment. These courses cover how to lead effective meetings, establish and sustain team norms, and lead and succeed in high-performing Work Styles teams. Also, employees can participate in weekly one-hour webinars during which the philosophy of the Work Styles programs is discussed, and they can ask questions and share success stories. TELUS's goal is to have 70 percent of employees working on the road or at home, rather than in office buildings across Canada.

**Answer the following Questions:**

- 1) If you were asked to evaluate the effectiveness of Work Styles, what outcomes or data would you collect ?**
- 2) How would you collect your data or outcomes ?**
- 3) What are the challenges of delivering learning to employees who work on the road or at home?**
- 4) What should be included in mobile-delivered training courses to ensure that employees learn?**

**Attempt Any FOUR from the Remaining SIX Questions**

**Q2) a) “Retention is best when learning is involved” comment on the statement by explaining the importance of Training in an organization.**

**b) Under which circumstances do the need for training arise. Explain with examples.**

**Q3) a) Considering today's workforce where you have more millennials, which components of learning do you think would be more meaningful (explicit or tacit knowledge) state with examples.**

**b) How might course design differ for Baby boomers compared to Gen X and Gen Y.**

**Q4) a) How is technology impacting businesses and what is the role of technology in training?**

**b) Which method of assessment would you choose to assess employees in large groups?**

**Q5) a) What new skills will trainers need to be successful in future?**

**b) What are Result outcomes? Do you think most organizations don't use result outcomes to evaluate their training program?**

**Q6) a) What is role of HR in knowledge management, how would you motivate your employees to share knowledge at workplace?**

**b) If you had to choose between adventure learning and action learning for developing an effective team, which would you choose and why?**

**Q7) a) There is a mid-sized direct selling organization Direc2U. Sunit Verma, the newly appointed Training Manager, has conducted a comprehensive training need analysis (TNA) and identified the training needs at the first-line manager level (Sales). Now he has been entrusted with the responsibility of designing the training program. However, the Vice-president-HRD at Direc2U, VK Prasad was not altogether satisfied with the training design that Verma has suggested as he felt that Verma's choice of training methods and tools may not help achieve the objectives of the training program. Verma has to now make changes in the training design so that there is a better chance that the training program will be really successful. Suggest the necessary steps that Verma should consider while designing a training programme for the Sales Managers.**

**b) Are MOOCs a promising way to deliver learning? What do you think are its challenges?**