

Q6	<p>___ reveals multiple needs that management and HR professions have to identify and prioritize.</p> <ol style="list-style-type: none"> Mini analysis Industry analysis Needs analysis Job analysis 	[5]	CO2
SECTION B			
<p>1. Each Question will carry 10 marks</p> <p>2. Write short / brief notes</p>			
Q7	<p>One out of the following four options is a method of off-the-job training</p> <ol style="list-style-type: none"> Supervision Job instruction Role play Job rotation <p>Write justification for your choice.</p>	[10]	CO2
Q8	<p>Which of the following framework built upon Kirkpatrick's approach, expand focus of evaluation beyond measuring post-program effectiveness?</p> <ol style="list-style-type: none"> Training Need Assessment Framework Organisation-Task-Person Model Philips five level ROI framework Performance Based Model <p>Write justification for your choice.</p>	[10]	CO2
Q9	<p>Match the following:</p> <ol style="list-style-type: none"> Learning styles Technology advances Training can be a potential tool <p>With the following:</p> <ol style="list-style-type: none"> Potential to align a firm's employees with its corporate strategies Continually upgrade employee expertise Giving individuals the skills they need to think strategically Influencing and changing the way knowledge is delivered to employee <p>Select your answer form the following choices:</p> <ol style="list-style-type: none"> 1-iv, 2-iii, 3-ii 1-iii, 2-i, 3-iv 1-ii, 2-iv, 3-iii None of the above <p>Write justification for your choice.</p>	[10]	CO3
Q10	<p>Which of the following influence Training and Development?</p> <ol style="list-style-type: none"> The support from Top Management 	[10]	CO3

	<p>ii] Organizational complexity iii] Employees willingness iv] Technological advances</p> <p>Select your answer form the following choices:</p> <p>a. i and iii b. i, ii and ii c. i, ii and iv d. None of the above</p> <p>Write justification for your choice.</p>		
Q11	<p>Competencies that you want your team to achieve should be carefully -</p> <p>i. Identified ii. Verified iii. Made public in advance iv. Scanned</p> <p>Select your answer form the following choices:</p> <p>a. i & ii b. i and iii c. i, ii and iii d. i, ii and iv</p> <p>Write justification for your choice.</p>	[10]	CO3
<p>SECTION C</p> <p>1. Each Question carries 20 marks (Answer Any One)</p> <p>2. Instruction : Write Long Answer</p>			
Q12	<p>THE CASE AT WESTERN UNION: As a truly global company, Western Union's need to adjust current business models to account for changes in international trends remains a constant challenge. Effectively connecting individuals and businesses in over 200 countries and territories required an employee. Training program to be comprehensive, structured, and individualized. In 2012, Western Union's training and development team was charged with the task of developing and rolling out a worldwide employee development program to over 3,500 global employees. The main objective was to identify the employee skills required by the change in company direction and then to create a specific training and development path that aligned with Western Union's overall strategic goals.</p> <p>WESTERN UNION'S CHALLENGE: The organizational challenge at Western Union relates to the company's overall change of culture, from being historically focused on telegram delivery to now branching out into more customer-service and consumer-relations ventures. Becoming customer-centric, when previously the company was known as primarily transaction based, could not just be a talking point at the top; it needed to be embraced by all levels of employees and enforced through training (Bingham & Galagan, 2013). Reaching a dispersed employee base and training across global boundaries, while aligning training to fit in with the company's larger corporate culture, created a distinct barrier. Moreover, many service-level or call-center employees could not attend off-site training sessions that would take them away from their daily obligations. In fact, in 2011 it was uncovered that approximately half of Western Union's employees were not receiving any cohesive training or ongoing developmental support, mainly because employees were in disparate locations and the existence of language differences. Furthering the training disparity, a large amount of the global learning that was being facilitated was via internal, on-the-job tasks. Finally, Western Union also recognized the need for ongoing, just-in-time tools and resources that employees would require during the transformative time, as well as the obstacles that hindered accomplishing this (personal communication, 2014).</p>	[20]	CO4

THE RESULTS OF TRAINING: Western Union's CEO Hikmet Ersek is a metrics-driven person, and one of his main messages to the company's human resources division involves enabling financial growth. He was recently quoted as saying, "I tell HR you are going to be measured just like any of the [other] business lines. One of my key concerns is top-line growth, so your training and development focus needs to be on revenue generation" (as cited in Bingham & Galagan, 2013). Accountability is therefore a key factor when new training ventures are undertaken. At each element throughout the employee-development program, Western Union evaluated the content, the training facilitator, and where changes in behavior were evidenced. The finding was that 98% of the approximate 3,500 employees participating in the aforementioned training program would recommend that their peers and managers complete the system as well (Emergenetics International, 2014a). Similarly, using a Likert scale of 1–5 to gauge employees' perceptions of learning effectiveness and quality of content (where 5 is the highest possible rating), the overall training program averaged 4.26 out of 5, according to participant surveys (see summary by feedback in Table 1). Specific areas of the post-training evaluation questioned whether or not the Emergenetics-led development program was a good use of training resources, whether tip-sheets were valuable, and whether actual knowledge was gained that would positively affect job behaviors. The feedback that Western Union received was encouraging, allowing the organization to hear about the value of the endeavor from the front-line employees. In addition to internal satisfaction with the results of their new training initiatives, Western Union has also received external accolades for its recent endeavors. *Training* magazine, a leading management and human resources publication of the Lakewood Media Group, annually publishes a list of the top 125 companies that use predominantly employer-sponsored workforce training and development. The magazine uses an independent outside research and statistical data company to assess organizations based on influencing factors such as training that is tied to business objectives, demonstrable results, technology and infrastructure, and training budget as a percentage of payroll, among other things. In 2014, after the successful implementation of the new employee development initiatives that were developed with Emergenetics, Western Union was recognized as number 110 on the training top 125 list. Notable ranking indicators include Western Union's need to comprehensively train over 9,000 global employees and its training budget of \$11.7 million, which is a relatively low sum when shown as a minor percentage (2.3%) of its overall payroll budget ("Training Top 25," 2014).

TABLE 1 TIERED FEEDBACK STATISTICS BASED ON KIRKPATRICK'S FOUR LEVELS OF EVALUATION

SUMMARY BY FEEDBACK CATEGORY

TIER	I	II	III	MEAN
Facilitator	4.50	4.32	4.46	4.43
Materials/content	4.27	4.23	4.29	4.26
Learning effectiveness	4.39	4.27	4.38	4.35
Job impact	4.23	4.09	4.22	4.18
Business results	4.11	3.99	4.17	4.09
ROI	4.28	4.17	4.30	4.25
Logistics	4.05	3.99	4.16	4.07
Overall rating	4.27	4.18	4.31	4.26
Percent recommendation	97%	99%	97%	98%

Case Source: Rosendale A Joseph (2014) Toward Worthy Performance: A Case Study on Western Union's Training Program <https://doi.org/10.1002/pfi.21431>

Q- Can we measure the impact of training? How you think the case of western union relates to the Kirkpatrick Model and the fifth level of ROI. What are the measures to collect feedback at each level of Kirkpatrick model?