



Name:

Enrolment No:

UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

End Semester Examination, December 2022

Course: Training & Development

Program: BBA- HRM

Course Code: HRES 2002

Semester: V

Time : 03 hrs.

Max. Marks: 100

Instructions: Attempt all the questions. All questions are compulsory.

SECTION A
10Qx2M=20Marks

S. No.		Marks	CO
1	What is the first step in the ADDIE training process? A. assessing the program's successes B. appraising the program's budget C. analyzing the training need D. acquiring training materials	(2)	CO1
2	James, an HR manager, is currently identifying the specific knowledge and skills required for a telemarketing position at Newman Enterprises. James is most likely involved in which one of the following. A. task analysis B. program evaluation C. employee development D. screening	(2)	CO1
3	Which of the following is true of tacit knowledge? A. It is easily codified and transferred from person-to-person. B. Formulas and definitions are examples of tacit knowledge. C. It is best acquired through formal training and development. D. It is best acquired through informal learning.	(2)	CO1
4	Which of the following issues is addressed by task analysis? A. Who needs training? B. What is the focus of training? C. Does training support the company's strategic direction? D. Should training be built or bought?	(2)	CO1
5	_____ refers to asking a large group of employees to help provide information for needs assessment. A. Crowdsourcing B. Historical data review C. Focus group D. Benchmarking	(2)	CO1

6	<p>Which of the following statements is true of training?</p> <p>A. Recognizing employees' preferences regarding how they want to learn is not advisable.</p> <p>B. It is important to realize that for training to be effective, both learning and transfer of training are needed.</p> <p>C. Transfer of training is to be considered only after the completion of training.</p> <p>D. Transfer of training involves having employees who already have mastered the learning outcomes demonstrate them for trainees.</p>	(2)	CO1
7	<p>Which one of the following is most likely NOT measured when evaluating a training program?</p> <p>A. what trainees learned from the program</p> <p>B. participants' reactions to the program</p> <p>C. overall organizational productivity</p> <p>D. changes in on-the-job behavior</p>	(2)	CO1
8	<p>Which of the following instances call for training with an emphasis on far transfer?</p> <p>A. Securing offices and buildings</p> <p>B. Handling routine client questions</p> <p>C. Creating a new product</p> <p>D. Logging into computers and using software</p>	(2)	CO1
9	<p>Which training outcome relates to trainees providing feedback about their satisfaction with a trainer?</p> <p>A. Results</p> <p>B. Cognitive</p> <p>C. Reactions</p> <p>D. Behavior and skill-based</p>	(2)	CO1
10	<p>Indian Airlines uses flight simulators to train pilots about airplane equipment and safety measures. This is an example of _____.</p> <p>A) on-the-job training</p> <p>B) vestibule training</p> <p>C) virtual reality training</p> <p>D) programmed learning</p>	(2)	CO1
<p>SECTION B</p> <p>4Qx5M= 20 Marks</p>			
Q 11	Discuss the role of organization analysis, person analysis, and task analysis in needs assessment.	(5)	CO1
Q 12	Discuss what team training should focus on to improve team performance.	(5)	CO1
Q 13	Explain the three phases of the instructional process, which phase do you think is most important? Why?	(5)	CO2

Q 14	Demonstrate the features of instruction and the work environment that are necessary for learning and transfer of training with suitable examples.	(5)	CO2
SECTION-C 3Qx10M=30 Marks			
Q 15	Briefly explain return on expectations (ROE)? How can it be used to show the costs and benefits of training without collecting statistics and conducting analyses? Explain its strengths and weaknesses compared to a cost-benefit analysis.	(10)	CO2
Q 16	Assume you are training an employee to diagnose and repair a loose wire in an electrical socket. After demonstrating the procedure to follow, you let the trainee show you how to do it. The trainee correctly demonstrates the process and repairs the connection on the first attempt. Has learning occurred? Justify your answer.	(10)	CO3
Q 17	If you were asked to implement a knowledge management system, what would you recommend to ensure that employees shared and accessed knowledge? Explain your recommendations.	(10)	CO3
SECTION-D 2Qx15M= 30 Marks			
Q 18	<p>Cablevision developed an e-learning course that taught salespersons how to increase the number of cable television subscribers, thereby increasing revenue. The company wants to know if salespersons will increase upselling of cable television services (e.g., premium channels) and will try to sell other products (e.g., e-mail and web access). The company also wants to know the ROI of this training program.</p> <p>a. What training outcomes should the company collect? From whom should the outcomes be collected?</p> <p>b. What evaluation design would you recommend? Defend your recommendation.</p> <p>c. Show how Cablevision can conduct an ROI analysis. Describe the information that the company should collect and how it should be collected.</p>	(15)	CO4
Q 19	<p>Case Study:</p> <p>Kamna industry was established in 1985 as a joint venture between various foreign companies. The company has grown from a capacity of 15,000 AC units in 1985 comprising of largely an assembly operation, into the largest and only integrated manufacturing unit in India for Auto Air Conditioning systems. The company has the capability to manufacture compressors, condensers, heat exchangers and all the connecting elements that are required to complete the AC Loop. The company has three plants in Noida, one in Manesar and one in Pune. It also has a R&D centre and Tool room in Noida. The manufacturing capacity has grown to a level of 7,50,000 AC units per annum and there is a plan to go to a level of 1,00,000 per annum by 2008. The HR department of the company has its well-developed training and development process but wants to move one step ahead with</p>	(15)	CO4

the training effectiveness evaluation process and make it more competitive. For the same they have implemented a policy wherein the employees are asked to take up a project based on the training which they had undergone and should have the practical application of learning in training. The employees are then to be evaluated for 'On-the-job training effectiveness evaluation' on their performance accordingly. In simple words, to show how they are applying their learning in their job. They give employees a duration of three months to evaluate themselves and for doing a project based on his/her learning. Then employees rate themselves as per their learning. After that the employee is rated by his/her HOD (Head of the department) based on the project and his learning and based on application of that learning. Finally, HOD rates his employees against the rating given by the employees themselves. HOD then writes remarks and provides recommendations to the HR department, which gives the HR dept. information to check whether there is any requirement of re-training or if their investment on the training of the employee is successful or not. This is how HR dept. conducts on the job evaluation of training effectiveness. But the problem which the HR dept. faces is that the employee takes this project work as a burden on their daily routine work, and they escape from it. They do not understand the importance of the filling of the Training Effectiveness Form and taking up a project. Till the date of HR Audit the HR people keep on running after the employee to collect the Training Effectiveness forms. And finally, when those forms are compiled, it is observed that the employees just do it for formality sake. After a lot of discussion on this topic, the AGM (HR) of the company conveys that if the company keeps on changing policies, then it will create a wrong impression among employees. This wrong impression implies that the HR department will change the policies as and when a problem arises. AGM follows a school of thought that policies are not meant to be changed frequently. On the contrary the surprising fact is, while employee interacts with the HR Dept. the issue is never raised, even after being probed. AGM says that today if only 10-12% employees take this exercise seriously then in future then only he will be on motivating his employees and make this policy successful, ignoring the fact that majority of employees escape from this exercise. He is adamant on his stand but still strives to find a solution for successful execution of this policy.

QUESTIONS:

- a) Is the stand taken by the HR manager of not changing the policy is justified? What would be your course of action had you been in the place of the HR manager?
- b) Is the method implemented by the HR dept. to evaluate on-the-job training effectiveness proper? If 'NO', then what is the alternative as per your perception
- c) Suggest a Training Model which can be implemented in this situation.