## K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH,
### Vidyavihar, Mumbai- 400077

### Program: PGDM (HR) & MMS (HR) *(Batch2018-20) Trimester-IV*
### Subject: Learning and Development
### (End Term Examination)

**Maximum Marks: 50**          **Duration: 3 hours**          **Date:  21/09/ 2019**

### *Instructions*
1. **Attempt all Questions**

### QUESTION 1 any two (15 Marks)
**Tricky Nicky**

You run Tricky Nicky carpet cleaning Co which cleans carpets for businesses. On average, one carpet cleaner can clean six offices per shift (work hours are 6.00 pm to 3.000 am). Currently 100 cleaners work for you and they work 250 days per year. All carpets are inspected by a supervisor when the cleaner notifies him or her that the carpet is done. Because of Nicky's "Satisfaction Guarantee", when a carpet does not make the standard, it is redone immediately at no extra cost to the client. A recent analysis of the rework required found that on average, one in every six carpets cleaned is not up to Nicky standards.
 The profit averages $ 20 a cleaning. You pay your cleaners $15 per hour. When you re clean a carpet, you lose on average, $20 in employee time. You still receive the same amount from the client, but, on average your profit is gone.
Your training manger conducted a needs assessment regarding this issue at your request. He reported that half the employees are not reaching the standard one in nine times , and the other half are not meeting the standard two in nine times, for an average overall of one in six { (1/9+2/9)/2=1/6}.The needs assessment also indicated that the cause was a lack of KSA's in both case.
The training manager proposes a training program that he estimates will reduce the re cleaning by half to 1 in 12. The training would take four hours and could handle 20 employees per session.

Attached cost sheet,
**Case questions**
1. How much does the recleaning cost Nicky per year?
2. If everyone is trained, how much will the training cost? How much if only the group with the most errors is trained?
3. If everyone is trained, what is the cost savings for the first year?
4. What is your recommendation? Should both groups be trained or just the one with the most re cleanings? Provide your rationale for your recommendation.
5. Let's back up and assume we're still at the needs analysis stage. Assume that employees had the KSA's needed to clean the offices effectively. What other

factors might you look at as potential causes of the re cleaning problem?

| Costs associated with the training (assuming five training sessions and 250 working days in a year) | $ |
|---|---|
| **Development costs** | |
| 20 days of training manager's time for development @ $ 40,000 per year | 3,200 |
| Miscellaneous | 800 |
| **Direct costs** | |
| 4 hours per session at $ 40,000 per year (Trainer) | 400 |
| Training facility and equipment | 500 |
| Materials | 2,000 |
| Refreshments | 600 |
| Employee salaries @ $ 20 per hour per employee (Nicky decides to do training on a Saturday and pay employees an extra 5 per hour as overtime) | 8,000 |
| Lost profit ( none because training done on overtime) | |
| **Indirect costs** | |
| Evaluation of training | |
| 10 days of training manager's time | 1,600 |
| Material and equipment | 600 |
| Clerical support 20 hours @ $10 per hour | 200 |
| | |

## QUESTION 2 any two (15 Marks)

1. Critically evaluate the similarities and differences between ADDIE model and 6D model in the Training process for Learning and Development.
2. Training Need Analysis (TNA) is an outcome of data from varied sources. Explain the relevance and use of TNA in bridging the gap in the Human Resources of an organization.
3. Training Budget & Training Calendar is the backbone of the learning and development plan of an organization. Explain its utility in the functioning of the Human Resource Development function.

## QUESTION 3  any five (20 Marks)

a) Principles of Adult learning
b) Instructional Design
c) Use of Simulations in training
d) Cost of a training programme.
e) ROI on training and development.
f) Outbound Training.
g) E learning.
h) Formative & Summative Evaluation.

----------------------------End of Paper---------------------------