K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH,
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Program: PGDM (HR) & MMS (HR) *(Batch2016-18) Trimester-IV*
Subject: Learning and Development
(End Term Examination)

Maximum Marks: 50   **Date: 21/09/ 2017**

Duration: 3 hours

Instructions
   1. **Attempt all Questions**

QUESTION 1 (15 Marks)

Richard is a strong believer in training." Most hotels offer similar amenities," he says, "so the secret to success is to do things better than the competition does them, this is where training comes in. Anyone can serve a table or check in a guest, but the best restaurants and hotels differentiate themselves from the others." In keeping with this philosophy, Richard has asked Margaret Dunlap, the head of human resources of Mariott, to provide him with a training and development plan for the next two years in operation. Richard would like to see the type of training the associates are scheduled to receive, who will be getting the training, and how Margaret intends to measure the effectiveness of the various programs. He would also like to know the types of development programs Margaret is going to suggest for the managerial staff.

Margaret knows that the next two weeks are going to be very busy as she develops the plan that Richard has requested. In particular, she is hoping to give her training and development programs an extra degree of panache. "I don't want to suggest the same old run-of-the-mill training that we've seen in hospitality organizations for the last ten years," she told her assistant. "I want this training to be more comprehensive, more useful, and more interactive for the participants." When her assistant pressed her for more clarification Margaret admitted that she did not know for sure what the training should entail. However, she assured her assistant," I'll know it when I see it." Her assistant is now in the process of helping design these programs, but feels uncomfortable with the guidance given to her by Margaret." I know she'll know it when she sees it, but I'm the one who's creating the program proposals and I'm not sure I'll know it when I see it. I wish I had more guidance on this assignment.

a.   What does Richard want a focus on, Training or Development? Explain
b.   What do you think should be Margaret' role? Is she playing it fully?
c.   Do you think a TNA has been done? Discuss.
d.   What types of training programs would you recommend to Margaret's assistant?
e.   What types of programs would you recommend for the managers? Would it be possible to

measure the effectiveness of these training and development programs? How?

f. If you had to design the learning and development policy for Mariott? what would you propose to take it to the next level of evolution in the learning journey?

QUESTION 2 any two (15 Marks)

1. Differentiate between 6D and ADDIE model. Critically evaluate the use of ADDIE and its utility for training and development of human resources of an organization
2. Training effectiveness has its roots in training needs analysis (TNA). Explain in terms of sources and methods of TNA.
3. Enumerate the importance of linking objectives, to outcomes in the design, implementation of a training program- with an emphasis on formative and summative evaluation

QUESTION 4 any two (10 Marks)

Discuss the limitations and benefits of the following methods of training.
1. Outbound training.
2. Use of Games in learning.
3. Computer based training

QUESTION 5 any three (10 Marks)

a) Principles of Adult learning
b) Instructional Design
c) Use of Simulations in training
d) Kirkpatrick's model of training evaluation.
e) ROI on training and development.

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