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| **Sem: Dec 24**  **Maximum Marks:50 Examination: ETE Exam Date: 14.12.24 Duration:2.5 hours** | | |
| **Programme code:**  **Programme: MBA WE Batch 1** | **Class:** | **Semester/Trimester: 3** |
| **College:**  **K. J. Somaiya Institute of Management** | **Name of the department/Section/Center: HR** | |
| **Course Code:** | **Name of the Course: Learning & Development** | |
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| **Question No.** | **Instructions:**   1. Answer any 3 Questions from Q1 to Q4. 2. Question 5 is compulsory 3. State your assumptions (if any) clearly | **Max.**  **Marks** |
| Q1. | Zeta Pharmaceuticals, a rapidly growing mid-sized company, is known for its innovative approach in drug development and clinical trials. Recently, the company has expanded its operations, setting up new R&D labs and hiring a large team of scientists and laboratory technicians. However, the company has started experiencing issues with project delays, communication breakdowns, and inconsistencies in laboratory practices across its different units. The management team suspects that these issues might be due to a lack of standardized training among employees.  To understand the problem better, the HR team conducted a series of interviews with managers, employees, and clients. Managers reported that new hires often struggled with the organization’s specific lab protocols and collaboration tools. Additionally, they noticed a gap in soft skills like team communication and project management, which is essential for cross-functional work. Some senior employees, however, felt that they did not need further training, viewing their existing experience as sufficient.  As part of Zeta’s commitment to quality and continuous improvement, the HR team needs to design a training program that addresses these challenges and aligns with the company’s strategic goals. They plan to conduct a thorough training needs analysis (TNA) to identify the specific skills and competencies required for each role.  The HR team is now considering several questions like - how can they gather accurate information on the training needs of both new and senior employees? What types of training programs would be most effective given the diversity of the roles and skills involved?  ***Design a training needs assessment approach for Zeta Pharmaceuticals that considers both technical and soft skill requirements. Outline the key steps you would take to ensure a comprehensive analysis.*** | 15 |
| Q2. | AlphaTech, a technology consulting firm, recently onboarded a group of junior consultants to support its growing portfolio of clients in software development and data analytics. The HR team at AlphaTech wants to ensure that these new hires quickly adapt to the company’s tools, project workflows, and client communication standards. However, they face a challenge: the junior consultants come from varied educational backgrounds, and some have no prior experience with the specific tools AlphaTech uses.  Given these factors, the HR team is considering different training methods, including e-learning modules, job shadowing, on-the-job training, and instructor-led workshops. They need to select methods that will accommodate the diverse learning needs and ensure that the new hires acquire both technical skills and practical knowledge efficiently.  ***Based on the caselet, evaluate the suitability of three training methods—e-learning modules, job shadowing, and instructor-led workshops—for AlphaTech’s junior consultants. Discuss the advantages and disadvantages of each method in the context of this specific situation, and recommend the most appropriate training approach, providing a rationale for your choice.*** | 15 |
| Q3. | GreenWave Retail, a rapidly expanding chain of eco-friendly stores, recently conducted a customer service training program for its front-line staff across various locations. The program focused on enhancing communication skills, product knowledge, and problem-solving abilities, with the aim of improving customer satisfaction and boosting store sales.  Following the completion of the training, the HR team at GreenWave is keen to evaluate its effectiveness. They have access to multiple data points, including customer feedback scores, sales data, and post-training surveys from the participants. Additionally, they are considering conducting follow-up observations in stores to assess behavioral changes in the staff.  However, the HR team faces a few challenges. While sales figures have improved slightly in some stores, they aren’t certain if this can be directly attributed to the training. Moreover, some employees expressed dissatisfaction in the survey, feeling the training did not adequately cover real-life scenarios they face daily. The HR team must determine the training’s impact and identify areas for improvement.  ***Using Kirkpatrick’s model of training evaluation, outline how GreenWave Retail could systematically evaluate the effectiveness of its customer service training program.*** | 15 |
| Q4. | Customer service training involves far transfer. What design features would you include in a customer service training program to ensure that transfer of training occurred? Why is it important? | 15 |
| Q5. | Short Notes (any one)   1. Learning Theories 2. Factors affecting training and development | 5 |