

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.)–201306

POST GRADUATE DIPLOMA IN MANAGEMENT (2018-20)
MID TERM EXAMINATIONS (TERM -IV)

Subject Name : **Learning and Development**

Time: **01.30 hrs**

Sub. Code: **PGH-02**

Max Marks: **20**

Note:

- 1. Writing anything except Roll Number on question paper will be deemed as an act of indulging in unfair means and action shall be taken as per rules.**
- 2. All questions are compulsory in Section A, B & C. Section A carries 1 Case Study of 8 marks. Section B carries 3 questions of 2 marks each and Section C carries 2 questions of 3 marks each.**

SECTION – A

04+04 = 08 Marks

Q. 1: Case Study:

At Sisters of Charity Providence Hospital, a 304-bed hospital in Columbia, South Carolina, a training function that addresses performance gaps and supports quality service is a top priority. Training and development programs are linked to the hospital's strategic goals: to become an employer of choice and to provide service and operational excellence. It is not only important to develop programs supporting the strategy but also to provide evidence as to how they contribute. One priority has been to develop leaders from its current managers. The hospital's first program, Leading Edge, included a curriculum that focused on financial and performance management, identifying and recruiting top talent, and change management. The focus of the training was based on the middle managers' performance needs and weaknesses. The training used a variety of methods but each program included a set of team building activities and a performance review of the organization. Formal processes were implemented to hold leaders accountable for the performance of their area. The principle objectives included (1) increased earnings before interest, depreciation, and amortization and (2) improvement of employee and patient satisfaction. Each goal was met during the first year of the program and improvements have continued. For example, to measure a behavior change in manager feedback, questions were added to employee surveys. Results indicate that there has been a significant increase in feedback by leaders who have attended the training program. Another priority has been to use training to improve patient care. This has led to the hospital's investment in a clinical simulation training program that recreates real patient experiences in a safe practice environment. Five practice patient rooms have been constructed, each with patient simulators. The "patients" can cough, vomit, and reproduce other bodily functions as well as communicate their medical needs. Employees can work alone or in teams during the simulations to improve their patient care and problem-solving skills. Trainers provide time for reflection and provide feedback to help employees learn. The realistic work environments have improved patient care and employee satisfaction has increased. Also, the retention rate for new first year nurse graduates has increased.

- A. Do you think the hospital is providing the right kind of training to its employees? Why or why not? (04 marks)**
- B. What is the appropriate process to ensure the training effectiveness under circumstances mentioned in the case? (04 marks)**

SECTION – B

02×03 = 06 Marks

Q. 2: Briefly describe the VARK model with suitable corporate examples and advantages.

Q. 3: Assume that you have to prepare older employees with little computer experience to attend a training course on how to use the internet. How will you ensure that they have high levels of readiness for training?

Q. 4: Differentiate between organizational analysis, Task analysis and Person analysis of training need assessment process with mention of tools and sources used for collecting information.

SECTION - C

03×02 = 06 Marks

Q.5. Compare and Contrast any two of the learning theories: Expectancy Theory, Social Learning Theory, and Reinforcement Theory, with corporate examples.

Q. 6. Describe Strategic Training and Development process with an organization's example. How could SWOT analysis be used to align training activities with business strategies and goals?