**JAIPURIA INSTITUTE OF MANAGEMENT, INDORE**

**PGDM**

**FIFTH TRIMESTER (Batch 2020-22)**

**END TERM EXAMINATION, JAN-2022**

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| Course Name | Learning & Development | Course Code | HR504 |
| Max. Time | **2 hours** | Max. Marks | **40** |

**INSTRUCTIONS: All questions are compulsory.**

**Questions.1 (10 Marks)**

A group of managers (N=50) participated in the problem-solving module of a leadership development program two weeks ago. The module consisted of two days in which the group focused on the correct process to use in problem solving. Each manager supervises 15 to 20 employees. The company is willing to change the program, and there is an increasing emphasis in the company to show that training expenses are justifiable. You are asked to evaluate this program. Your boss would like the results of the evaluation no later than six weeks from now. Discuss the outcomes you would collect and the design you would use. How might your answer change if the managers have not yet attended the program?

**Questions.2 (6+6=12 Marks)**

 IKEA is a Sweden-based home furnishings chain with stores in Canada and the United States. A single store can have 40 managers, making the task of training enough new managers quickly and well a challenge. To get managers trained for new store openings, IKEA has established certain stores as centres of excellence. These centres of excellence become learning sites for one or more management competencies that managers must master.

 Manager trainees have a carefully developed, objectives-based curriculum and access to a 17-module online learning program that covers the basics of each of nine management competencies. Once a trainee has mastered the learning material as well as a series of practicum assignments, he or she is eligible to be a certified as successful by the competence centre store manager. Trainees can be at a competence centre for two to six weeks depending on the competency to be mastered and number of competencies to be mastered at each stage centre. Part of the process involves shadowing successful managers. This is followed by two weeks of classroom training at IKEA Business College where managers are introduced to the philosophies and theories behind IKEA store operations. They get exposed to the “big-picture”, the theory of how big company operates, and what the IKEA vision is all about. Six months after a location opens, managers begin rotating back to Business College for advanced store operations training.

 **Q2a**. What are the learning outcomes of the IKEA manager training program? What do managers learn and how do they learn?

 **Q2b**. Discuss Kolb’s learning styles, and cycle with respect to the manager training program. To what extent does the program incorporate Kolb’s four learning modes and follow the learning cycle? What changes would you make to the program so that it includes all four learning modes and adheres to Kolb’s learning cycle?

**Question.3 (08 Marks)**

Suppose you are going to design a training programme for newly hired first line sales managers. Results from the need assessment indicate that they will need training on company policies and procedures, handling customer complaints and motivating sales personnel. What learning principles will you built into the programme? What training methods will you chose? Explain your answer.

**Questions.4 (5+5=10 Marks)**

Rakesh, let me make it clear to you that I can't allocate any more money for training. I can understand why you want to conduct a training program on coaching skills for the line managers, but I can't help you in this regard. Not for another year at the very least. In fact, I may have to curtail your training budget for next year as we are going through a lean phase" said Sanjay Shah CEO of Direct 2 u, a direct sales company that dealt in a range of consumer appliances. From his tone it was clear that he would not entertain any further discussion on this topic Rakesh Sharma had been working as the training manager in Direct 2 u for the past 3 years During this period he had single handedly taken care of all the T&D activities of the company. Of late, he felt that despite a contemporary training program, the sales force was unable to internalize the training due to lack of support from the line of managers in the field. His repeated proposals to conduct a training program on coaching for line managers had fallen on deaf ears. The company had failed to achieve its revenue targets in the previous year. This year too it was struggling to reach 75% of projections Sharma knew the training budget would get chopped in tough times, but he also knew there was a greater need for T&D interventions.

4(a). What are the direct and indirect costs associated with training in this case?

4(b). What are the issues and challenges in ascertaining the ROI of training?