

**POST GRADUATE DIPLOMA IN TEACHING
AND RESEARCH IN MANAGEMENT**

Term-End Examination 00279

December, 2012

PGDTRM-06 : TRAINING AND DEVELOPMENT

Time : 3 hours

Maximum Marks : 100

-
- Note :** (1) *There are two Sections A and B.*
(2) *Attempt any three questions from Section - A.*
Each question carries 20 marks.
(3) *Section - B is compulsory with 40 marks.*
-

SECTION-A

1. "Quantitative measurement of the human capital in the organisation is necessary to effectively manage it". Explain the statement with examples. 20
2. Describe the general process of Training design. Explain the learning objectives of a Training design and its rationale. 20
3. What are the factors which would enhance the facilitation skills of a trainer? Describe the methods by which this can be achieved in a training. 20

4. Define organisational development and discuss in detail the various OD interventions and techniques with its relevance to the organisation. 20
5. Write short notes on any 'Three' of the following :- 20
- (a) Learning organisations and OCTAPACE' factors.
 - (b) Hybrid approach in Training.
 - (c) Synchronous and asynchronous electronic learning.
 - (d) Interior Transactions.
 - (e) Distinguish 'hard skills and soft skills'.

SECTION - B

6. Analyse the case given below and attempt the questions :

40

The merger of Salomon Brothers and Smith Barney created one of the world's largest financial firms. In the business press, the event was heralded as a crowning achievement of Smith Barney's CEO, Stanford Weill, who engineered the merger.

Within weeks of the announcement, a series of meetings were held throughout the two firms, detailing how the two heavy weight companies would morph into a single giant. As is usually the case in such mergers, hundreds of employees would lose their jobs, since many functions were duplicated between the companies.

But how can that news be delivered without rendering this already worrisome reality all the more so?

One department head did it by giving a gloomy, even menacing speech, saying essentially, "I don't know what I am going to do, but don't ever expect me to be nice to you. I have to fire half the people here, and I am not exactly sure how I am going to make that decision, so I would like to hear the back ground and qualifications of each of you, so that I can start working on it".

His counterpart at the other company gave message which was upbeat: "We think this new company will be a very exciting plate form for

our work, and we are blessed with talented people from both organisations to work with. We will make our decisions as quickly as we can, but not until we are positively sure to have collected enough information to be fair. We will also update you every third day on how we are doing, and we will decide both on the basis of objective performance data and quantitative abilities, like team work”.

Those in the second group, as commanded by the MD of Salomon Smith Barney, “became more productive, because they were excited about the potential. They even knew that if they did not end up with a job, it would be a fair decision”.

But in the first group, he observed, “Every one was unmotivated. They heard ‘I am not being treated fairly’, and it triggered a collective amygdala attack. They were bitter, demoralized. People were saying, ‘I don’t know if I even want to work for this jerk anymore, let alone the company’. Head hunters recruited some of the best away”.

Said the MD “when Lehman didn’t fully integrate Shearson when they merged, there was a massive failure. But when Smith Barney took over Shearson, they were able to make it work. It’s how one has to treat the people immediately after the merger that makes all the difference.

Stanford Weills' genius is his ability to integrate firms quickly, so they don't die".

Questions :

- (a) Identify and comment on the roots of trust between the two organisational cultures, with its basic reasons.
 - (b) How would you, as an HR advisor, ensure successful outcomes for business organisations in such mergers? Discuss in detail in this situation explained above.
 - (c) Which types of OD interventions would you suggest in this case? Why? Explain with reasons.
 - (d) Do you think that a Trainer can play his role well in this case? In which role and in which manner ? Elaborate.
-