

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

Term-End Examination

June, 2015

PGDTRM-06 : TRAINING AND DEVELOPMENT

Time : 3 hours

Maximum Marks : 100

Note : (i) *Attempt any three questions from Section - A.
Each question carries 20 marks.*

(ii) *Section - B is compulsory, which carries
40 marks.*

SECTION - A

1. Define learning and explain the assumptions and features of Adult learning. What are the theories and applications of learning in a Training programme. **20**
2. Elucidate the different approaches for Training Need Analysis. Describe the sources of data for the TNA. **20**
3. Discuss the impact of technology on the learning environment. Enumerate the different steps that a trainer will take to ensure transfer of Training. **20**

4. Organisational development focuses on the normative standards rather than pragmatic standards. Enumerate the statement. Discuss the various organisational development interventions. 20
5. Write short notes on any **three** of the following : 20
- (a) Sensitivity Training.
 - (b) On the job Vs. Off the job methods.
 - (c) Explain the Kirkpatrick's Training Evaluation model.
 - (d) Major challenges in training implementation.
 - (e) Learning curves.

SECTION - B

6. **Analyse the case given below and discuss the implications based on the questions.** 40

One monday morning Sanjay, a recent recruit from a premier management institute walked into the zonal sales office of a large computer hardware firm in Chennai, to join as a member of marketing force. The Zonal Sales Manager Mr. Raghavan, a computer engineer by profession welcomed him and exchanged some personal information in between the telephone calls he had received from outside.

Raghavan's job, as Sanjay understood, consisted of overseeing the work of sales offices, field executives of marketing division, and trainee salesmen numbering over 150 in three states- Tamil Nadu, Karnataka and Kerala. Although the company had to face very close competition in hardware area, due to top quality products and

excellent after sales service, the company was able to hold 55 to 60% of market share during the last two years. The sales growth of computers, parts and other diversified office equipments under the southern zone was highly satisfactory, especially in the recent years.

Within two hours of his joining, Raghavan assigned Sanjay the primary task of bringing up all sales regions to a set sales quota while pursuing a strategy of rapidly capitalising on emerging regional market trends.

The State Governments had already introduced developmental initiatives in spreading computer education in government offices, colleges and schools, which had not been encashed properly in all the regions.

Sales promotion drives had been started already by the competitors.

Raghavan seemed to be worried on this and indicated certain anticipated problems about one regional sales manager who always exerted excessive control over operations in his region and that the result was a lack of initiative on the part of the district sales manager and his team.

Sanjay, as a fresher from the institute tried to recollect some of the cases he studied. But he was not sure of the course of action. Raghavan, then handed over to Sanjay the several sales reports he had collected, catalogues and pamphlets describing in detail the sales of computers, spare parts and office equipments in the zone for last one year and showed him his cabin with instructions to meet him at 6.00 pm in the conference room with a proposal. Sanjay spent a whole day scanning the material one by one and

cursing himself for not studying the subject with its due seriousness during his PG programme. By evening, Sanjay was able to collect some more information from the office staff about the sales of different items at different regions, some crucial information from websites, of competitors and Government departments etc. and prepared a draft proposal for presentation before Raghavan.

When Sanjay met Raghavan at 6.00 pm, Raghavan was busy with production officials and posted the meeting for next day morning.

Next day Sanjay presented the proposal which included motivational training, delegation, behaviour modification, team building and sales aptitude development training, besides goal setting and performance incentive.

Questions :

- (1) Do you agree with the induction method of Raghavan ? If not, what would be your suggestion ?
- (2) If you were in the position of Sanjay, what all information would you have collected to prepare the proposal and why ?
- (3) What would be the reasons for Sanjay to suggest different training proposals to his employees ? Do you have any further suggestions and if so why ?
- (4) Other than training what other developmental activities would you suggest in this organisation ?