

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

Term-End Examination 00131

December, 2011

PGDTRM-06 : TRAINING AND DEVELOPMENT

Time : 3 hours

Maximum Marks : 100

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- Note :** (i) *There are two Sections A and B.*
(ii) *Attempt any three questions, from Section - A, each question carry 20 marks.*
(iii) *Section - B is compulsory, carrying 40 marks.*
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SECTION - A

1. Explain the concept of training as a subset of HRD. Explain in detail the adult learning process in training. **20**
2. Explain the role and relevance of TNA in an organization. Elucidate the various steps in TNA. **20**
3. Explain in detail the various training evaluation methods and training evaluation designs. **20**
4. Explain the T group training method, its merits and demerits with relevant examples. **20**

5. Write short notes on *any* 3 of the following. 20
- (a) ROI training evaluation method
 - (b) Job enrichment
 - (c) CBT
 - (d) Action research
 - (e) Life and career planning

SECTION - B

6. Analyze the case given below and answer the questions. 40

"Sunit, you have done a great job in identifying the training needs for first - line managers. The choice of topics for the training program is also good. However, our job is just half done.

I want you to sort out the issues I pointed out to you regarding the design of the training program. I want you to think over the design again. Come back to me with the suggested changes. And I want you to concentrate on how we can make this training program more effective," said V.K. Prasad, the vice president -HRD of Direct 2U, a direct sales company, that dealt in a range of consumer appliances.

Sunit Verma had been working as the Training manager in Direct 2U for the past 6 months. During this period he had been involved in the training of ten batches of trainee sales representatives. For the last three months, a lot of his time and effort had been dedicated to identifying the training needs of the first-line managers of the company.

Last week Verma spent a lot of time identifying the training needs under Prasad's guidance. They also identified the topics that were to be taught in the proposed training program.

Thereafter, Verma was entrusted with the responsibility of designing the training program. Verma had drafted a training design proposal and had come to Prasad to get it ratified but now it seemed that he had considerable changes to make before the training design proposal would be approved.

Before joining as the Training Manager in Direct 2U, Verma had practically no job experience. He had just graduated from a reputed business school in North India with a specialization in HRD. Summer training at one of the leading FMCG companies in India as part of the MBA curriculum where he was involved in a training need analysis for the company's sales representatives was about his only experience in the training function. In fact Prasad who had initially interviewed him for the position, was quite impressed with his project work.

Questions,

- (a) What are the issues and challenges in designing the training program faced by Verma ?
- (b) What are the issues and challenges faced by Verma in ensuring transfer of learning and also ensuring that the trainees internalize the classroom training ?

- (c) How can Verma use the principles of andragogy in the design of a training program in this case ?
 - (d) Elucidate the factors Verma has to consider in the selection,s of training methods/tools.
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