

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

00692

**Term-End Examination**

**December, 2014**

**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 and carries 40 marks.*

**SECTION - A**

1. What are the reasons for organising training programmes ? Explain different types of training with examples. **20**
2. Explain the process of designing a training programme. **20**  
Describe different training approaches and learning contexts in relation to designing training programmes.
3. Describe the need and functions of Training the Trainer's Programme. Explain the steps involved in conducting for Training the Trainers. **20**

4. Elucidate the process of Executive Development Programmes and discuss various techniques for EDPs. **20**
5. Write short notes on **any three** of the following : **20**
- (a) Soft - skills
  - (b) Importance of Sensitivity Training
  - (c) Training Evaluation
  - (d) Major challenges in training implementation
  - (e) Role play

### **SECTION - B**

6. Analyse the case given below and discuss in relation to the questions given. **40**

#### **THE CHALLENGE**

Reputation did not mean much to Hartman, as he watched other African - American managers he thought were highly qualified get passed over for plum jobs and as his own career seemed stalled on a lonely plateau. Top management, always mouthed diversity. Hartman said "..... but at the end, they chose people they were comfortable with for key positions".

It has become increasingly apparent that management of a diverse workforce is critical for organisations that seek to improve and maintain their competitive advantage. Focusing on diversity and looking for more ways to be truly inclusive, is a good idea and a good business sense that yields greater productivity and competitive advantage.

Hartman's firm has started using diversity management strategies to head off conflict and reduce turnover among employees it can ill afford to lose.

A committee constituted to study and consider why minorities, skilled workers from one unit and women in general were not represented at all levels of the organisation and why their turnover was about 50% more than other groups. The discovery to this was devastating. Minorities and women were not given training at all, not considered for skill development and not inducted and placed properly ; while others were given ample opportunity in this direction. Skilled workers of a particular unit, were not oriented, retrained, and disregarded when training need was identified every year irrespective of self demand for development.

The committee was determined to take a 2 - step approach, the first being to increase awareness on diversity issues at all levels and the second to urgently build, skills for dealing with diversity issues and challenges. Both steps involved extensive training by consultant. 60% of the 11,000 employees went through a 2 days diversity seminar, 40% went through a more extensive 6 days skill development and behaviour modification programme. The key part of the training offered was on implementation of a 'consulting pair' process, which helped trainees to take what they have learned in training to apply on the job. When any conflict arises on the shop floor, a consulting pair is called in to facilitate discussion and solving problem, as they match the background of those involved in the conflict. All proceedings are kept confidential. Hartman is a happier guy now, as the head of a division.

**Questions :**

- (a) Why do companies find it difficult to manage diversity as a challenge ?
  - (b) What were the key successful elements in the strategy in this case ?
  - (c) Why 'Consulting Pair' strategy was used as a training method ?
  - (d) As a manager, what other training techniques you would have used and why ? Explain reason.
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