

00543
**POST GRADUATE DIPLOMA IN TEACHING
AND RESEARCH IN MANAGEMENT**

Term-End Examination

June, 2012

PGDTRM-06 : TRAINING AND DEVELOPMENT

Time : 3 hours

Maximum Marks : 100

Note : *Two Sections A and B. Attempt any three questions from Section - A, each question carries 20 marks. Section - B is compulsory carrying 40 marks.*

SECTION-A

1. Explain the importance of executive development and indicate various methods for the same. 20
2. Explain the trainers role and functions in training and the relevance of training as a trainer. 20
3. Elucidate the design of a TNA and the importance of TNA in design of a training program. 20
4. Explain the impact of human capital management on organizational performance. 20

5. Write short notes on *any three* of the following : 20
- (a) Significance of learning process in organization.
 - (b) E-learning.
 - (c) Case study method of training.
 - (d) Soft skills development.
 - (e) Transactional analysis in personality development.

SECTION-B

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

“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.

Questions :

40

- (a) What are the challenges in ensuring transfer of learning ?
 - (b) What is the importance of involving line managers in reinforcing classroom training and challenges in involving them in sales training ?
 - (c) What are the direct and indirect costs associated with training in this case ?
 - (d) What are the issues and challenges in ascertaining the ROI of training ?
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