

00210

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

Term-End Examination

December, 2010

PGDTRM-06 : TRAINING AND DEVELOPMENT

Time : 3 hours

Maximum Marks : 100

- 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.*

SECTION - A

1. Explain the role and relevance of Training for Human Resource Development. Add your arguments for raising the training budget in your organisation. **20**
2. What are the principles of Training Design ? What are the steps in designing a training programme ? **20**
3. Discuss the significance, merits and demerits of lecture method in training. **20**
4. Which are the different types of transactions in Transactional Analysis ? Give your reasons for including Transactional Analysis in training programmes. **20**

5. Write short notes on *any* 3 of the following : 20
- (a) Learning Organizations
 - (b) Infrastructure requirements at the venue of training
 - (c) Job Rotation
 - (d) Need for evaluating a training programme
 - (e) Use of audio visual techniques in training

SECTION - B

Analyze the case given below and answer the questions :

Premier Management Institute (PMI) is a government institution which runs programmes for government staff of all Govt. Departments of Karnataka Govt. Usually, the programmes are geared towards training government servants on rules and regulations and there are standardized routine programmes for which there is a predetermined set budget and all training activities run smoothly without any bureaucratic interruptions. Mr. Ravi was recruited to the Institute as a Faculty Member. He was previously working as HR Manager in a private organization. At PMI, he was deputed to look after the training activities of the Department of Collegiate Education.

Ravi was trying his best to learn about the activities of the new job. He was dissatisfied with the focus on Rules and Procedures and was of the opinion that training on Rules and Procedures will not take the higher education agenda of the state forward.

Teachers form the care of the Department and Ravi identified that teachers had a strong urge to equip themselves with knowledge and skills to do Research which will be useful for them to do Ph.D. as well as to guide students in their projects. He conceived a new programme "Research Methodology" and succeeded in identifying a good Resource person. But the routine programmes run under severe budgetary constraints with restrictions on the amount that

can be spent under each category of expenditure like Faculty Remuneration, Food, Reading Materials etc. But a programme on Research Methodology requires eminent academicians as Resource persons and requires lot of notes to be distributed among the participants. Within a few weeks of his stay at PMI he understood that he cannot run non routine programmes within the budgetary constraints. Ravi contacted the Director of Collegiate Education Department and managed to convince him of the need for programmes like Research Methodology and got oral conformation regarding the release of extra funds of Rs. 15000. Parallely, he fixed dates of the eminent faculty and promised to pay him Rs.15000 instead of Rs. 5000 which is the allowable rate. No Resource Person would come to teach Research Methodology at the fees of Rs. 6000. Ravi prepared material for Rs. 11000 while according to budgetary provision, only Rs. 5000 could be spent. Ravi consulted to Administrative Section and he was advised like this : If extra money comes to PMI, the Bureaucratic issues will be very difficult to be sorted out. He was further advised not to take the money directly in which case he will have to get the sanction from PMI Director along with special sanction to make the expenditure under different heads. This will be a cumbersome procedure.

Collegiate Education Department had earlier assured Ravi that they will reimburse the funds directly through one of their staff and that he need not batter about bureaucratic issues. It is on this assurance that Ravi had made all the

arrangements and invited the Guest Faculty from the neighbouring state and booked his tickets. College leaders from all over the state was relieved to attend the programme and to represent at PMI on Monday. On Saturday, Isaac received an urgent message from collegiate Education Department that funds can be released but it will be released only to PMI. On Saturday morning, we could see in thoroughly disturbed Ravi who felt that he has no option left other than to cancel the programme or to spend Rs. 15000 from his own pocket.

Questions :

- (a) Give your comments on Ravi's performance as a Training Graduate. How should PMI have trained Ravi ?
 - (b) Do you think that there is safe for Organization Development at PMI ?
 - (c) Discuss the need for antanomy for the person who manages Training Programmes.
 - (d) If you were in Issac's position. What would you do to manage the selection ?
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