

00591

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

Term-End Examination

June, 2010

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 carrying 20 marks.*
(iii) *Section - B is compulsory, carries 40 marks.*
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SECTION - A

1. What are the basic assumptions and specific characteristics of adult learning ? Explain the popular approaches to learning with examples. 20
2. Compare and contrast the three component and six component Training Need Analysis. 20
3. Explain the merits and demerits of Role-play as a method of Training. Distinguish simulation, Group building and Action learning methods in training in respect of procedure and concepts. 20
4. Define organisational development and elucidate the process of OD - what role an academician on play in OD ? 20

5. Write short notes on *any three* of the following : 20
- (a) Systems approach to Executive Development Programme.
 - (b) Ulterior Transactions
 - (c) Role of trainer as an expert in Andragogy
 - (d) Spiral learning structure of a training programme.
 - (e) Learning organisations

SECTION - B

6. Read the case properly and answer the questions after analysing the situation : 40

In late 1986, GE medical systems began forming work teams (called GEMS teams) at its south California factory. Initially, some of the employees were skeptical, Teamwork meant a shift in responsibility from traditional management to employee directed work teams. The skepticism resulted from disbelief on the part of many rank - and - file employees that managers would give up any of their power. However, from the beginning , the teams were successful, and the employees could see that management had a genuine interest in seeing the teams succeed. The training manager had used a combination of interventions to cut through, on a continuous basis. By 1988, all of the employees at the plant were involved at some level in a work team. This was not accomplished at a small cost. To provide employees with the skills that complement team work, a high level of training was required, particularly in the area of communication and feedback skills. Initially some employees were resisting to the whole idea, and to bring them along, it took time. The move from traditional management to employee - directed work teams also demanded a change in the factory's culture. Invariably, this meant that the success of GEMS depended on how quickly it could train its employees - beginning from a handful of engineers - to become a product centred and customer friendly in their approach to business.

Today, there are 26 employee - directed work teams in the factory. The teams are involved in a wide variety of activities, ranging from routine production to problem solving and special projects. Most employees say they see team work as a positive development that has increased their output and the pride they have in their work. They also feel that the shift from traditional management to employee - directed work teams has had a positive effect on the culture of the factory. Because the plant managers often work closely with the teams, the traditional walls that separate managers and rank - and - file employees are coming down. One employee remarked that she is no longer nervous when a manager asks certain questions relating to work. She further stated that she is now more nervous about disappointing a team member than a manager. Another elderly employee remarked that for the first time he believes that every one in the plant is working toward the same goal.

The movement toward employee - directed work teams at California plant has placed the managers in a coaching, rather than a traditional, management role. One manager indicated that earlier he was alone in taking a decision and getting it implemented through employees with much difficulties. Now, he would take the problem to the team that would most likely affected and act as a coach in helping the team arrive at a solution. Once a solution was agreed upon, the team would take the initiative and responsibility to implement their solution, rather than his idea, in making the change.

Questions :

- (a) After reviewing the case, could you identify the employee attitudes and factors that may have adversely affected the success of the work teams ? Elaborate and justify
 - (b) In what ways has the implementation of work teams in GE increased the organisational efficiency ? Explain with examples.
 - (c) According to you, which all interventions would have been used by the Training Manager for the turn around ? Describe.
 - (d) As a manager, how would you deal with the negative attitude expressed by employees regarding work teams ? Indicate at least three methods for changing the initial resistance to work teams.
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