

00274

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

Term-End Examination

June, 2011

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 features of Adult Learning. Add your views on how these features require serious consideration while designing training programmes for middle level executives of an organization. **20**
2. Describe different approaches to Training Needs Analysis and discuss how data collection can be done for conducting Training Needs Analysis. **20**
3. Describe Case Study Method for training with special reference to its advantages, disadvantages and limitations. **20**

4. What is Organizational Development and what are its characteristics ? How is Organizational Development different from Management Development ? 20
5. Write short notes on *any three* of the following. 20
- (a) Learning Cycle Mode of Kolb
 - (b) Evaluation and Feedbacks on Training Programmes.
 - (c) Advantages and Disadvantages of E - learning.
 - (d) Meaning and importance of sensitivity training
 - (e) Importance of soft skills

SECTION - B

Analyse the case given below and answer the questions. 40

ABC company manufactures valves and has a good share of national market. Very recently, the company introduced a new type of valve - electronic valve. Till then the company was producing mechanical valves.

Ramesh, the sales Manager knows that there is declining demand for mechanical valves. The competitors of ABC company have been already into the sales of electronic valves since the last 1½ years.

Ramesh noted that Deepesh one of his 10 sales Representatives was very much underperforming when compared to others. Ramesh in all his enthusiasm researched good journals and identified a training programme in sales in one of the premier institutes in the country and arranged to send Deepesh for the training

Deepesh felt very much irritated when he came to know about his nomination for the training programme. He was sent to an almost identical training programme the previous year. Deepesh criticized Ramesh for the measures taken to improve sales including distribution of laptops and provision of internet connectivity to the sales representatives.

The Production Manager of ABC is worried about the lack of skill of workers to produce

electronic valves. Workers never appreciated the need for higher standards of quality required for electronic valves.

The customers were very unhappy because the sales representatives persuaded them to replace their mechanical valves with electronic valves, but the service team of ABC were not able to solve their problems connected with the electronic valves in the past the service team was very efficient in locating the trouble and solving the problems related to mechanical valves.

Questions :

- (a) Comment on Rameshs' decision to send Deepesh for training.
- (b) Comment on Rameshs' decision to give lap tops with net connectivity to the sales representatives.
- (c) If you were training consultant to ABC Company, what plan of training will you recommend ? According to you, who all should be trained in what all subjects ?
- (d) As a training consultant, what is your recommendation regarding non training activities which the company should undertake to improve sales.
- (e) "Training is necessary when there is a change of technology." Comment on this quoting the example of ABC company.