

**Jagan Institute of Management Studies**  
**End-Term Examination, September, 2016**  
**Trimester IV – PGDM/PGDM (RM) 2015-17**

***Training & Development***  
***ET\_PG\_RM\_T&D\_3009***

Time: 3 Hrs.

M. Marks: 70

***INSTRUCTIONS: Attempt any FIVE questions including Q1 & Q7 which are compulsory.***

- Q 1** Write short notes on any **THREE** of the following:
- a) Meaning of the terms Training, Development, Education and Learning.
  - b) Competencies of a Trainer
  - c) Management Games as a Training Methodology
  - d) Cost-Benefit Analysis of Training
  - e) Assessment Centres. **15**
- Q 2** What all things will you keep in mind while designing a questionnaire to conduct TNI and TNA in a readymade garments manufacturing setup employing around 20,000 people in the outskirts of Gurgaon giving reasons for your answer ? Create a format for the same. **12**
- Q 3** Design a Training Module on “Handling Irate Customers” for Sales Executives of a major automobile company clearly outlining the objectives, content and methodology that you think will be most appropriate. **12**
- Q 4** Write an explanatory note on how the selection of the right training methodology can go a long way in ensuring training effectiveness. Give two appropriate examples to buttress your thought process. **12**
- Q 5** “Training activities are of no use if the learning is not transferred to the workplace.” Comment on this statement giving reasons for your answer. Draw up a post-training action plan which you think will help in more transference of the learning to the workplace. **12**
- Q 6** A month back you conducted a training programme titled “Building Success Together: Effective Teamwork” as an external trainer for a major FMCG company with participants from all departments. The company management has indicated that you need to measure the effectiveness of the training programme and show some data to prove the same. How will you do the same using some standard training evaluation models? **12**

**Q 7** Study the following case study carefully and answer the questions that follow:

**VIRTUAL BUSINESS SOFT-TEC LIMITED**

Virtual Business Soft-Tec Limited is a leading exporter of software and skilled manpower for computer applications. It also runs a chain of lucrative computer training schools in all the metros and some select bigger towns. The company has around 600 employees on roll but also engages part-time faculty / software technologists on assignment / free-lance basis.

S. Venugopal, General Manager - HRD is a young professional with impressive credentials. He is an electronics engineer, having graduated from IIT, Chennai and a post-graduate in management from IIM, Ahmedabad. He has worked with several IT companies and was last working for Tandy Corporation in the USA. His love for his homeland, job challenges and variety has brought him back to India, where he took up the present assignment in the area of Human Resource Development.

He finds that this company has been doing extremely well financially and has exceeded all expectations. However, he sees that the human resource of the organisation is lacking in many areas. By and large, employees are highly qualified and technically sound but are neither proactive in their approach, nor sensitive towards customer needs. Each employee appears to be quite content with her / his narrow area of specialisation and gives her / his best output when working alone; teamwork is not their forte. There is a vast difference in the orientation of the full-time employees and the part-time ones. The part-timers seem more devoted and keen to carry out their assigned work in a comparatively better manner. There is a high rate of employee turnover, even considering the IT industry parameters and a very low sense of belongingness amongst the full-time employees. The top management admits that effective team working, developing employee belongingness and customer-needs driven strategy are some of the major areas of concern for the company.

Venugopal realized that any organization which aspires to be a market leader has to do it on the basis of the quality of its people. To remain ahead of competition, it is only the people factor that can lend the cutting edge. He also knows that in order to be effective, the human resource has to be adequately trained before they can be expected to deliver. With this in mind, he requests all the Heads of Departments to suggest areas where there is a felt need for having training interventions. He then, draws up the following list of some of the important areas which he feels requires urgent attention:

1. Induction training to new entrants
2. Effective team working
3. Customer delight
4. Technical skills upgradation
5. Good service management

He, thereafter, contacts a number of leading consultants specializing in employee training to put forth their agenda of training for his company.

### Questions:

You, as the team leader in one of the consulting firms, are required to:

- a) Enunciate a comprehensive Training Strategy for the company.
- b) Outline a scheme to determine the specific training needs of the company to have a more in-depth idea beyond what has already been identified.
- c) Briefly describe the content of any one of the modules of your choice that you would propose.

Create a training proposal for the company covering the above three aspects.

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