

PGDM, 2017-19
Training & Development
DM-321

Trimester – III, End term Examination: March 2018

Time Allowed: 2 Hrs,30 Mins
Max Marks: 50

Roll No: _____

Instruction: Students are required to write Roll No on every page of the question paper, writing anything except the Roll No will be treated as **Unfair Means**. Use of Calculator is allowed.

SECTION - A

[Marks-15]

There are 5 questions in this section. Attempt any 3 questions. Each question carries 5 marks.

1. You are designing a course on 'Conflict Management'. Using Bloom's Taxonomy. Write one learning objective each for Knowledge, Comprehension, Application, and Analysis and Synthesis level.
2. If you had to conduct a needs assessment for a new job at a new plant, what method would you use?
3. What are the Principles on Adult Learning given by Dr. Malcolm Shepherd?
4. How the model given by Jack Philips is different from Kirkpatrick model of training evaluation?
5. If the programme benefit of a training programme is Rs.15, 30,000/- and cost of the programme is Rs.7, 00, 000/-, then calculate the Benefit-cost ratio and ROI.

SECTION - B

[Marks-20]

There are 3 questions in this section. Attempt any 2 questions. Each question carries 10 marks.

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1. As a training coordinator you are required to pick up any training programme. Write the Payoff need, Business need, Performance need, Learning need and corresponding objectives.
2. You have a one day classroom experience in which you need to help a group of engineers and software programmers learn to become project managers. After training they will help to manage some significant projects. What instructional characteristics and activities will you use to ensure that the engineers and software programmers learn project management? Complete a design document for the course and develop a sample lesson overview.
3. As an HR manager, prepare a program schedule to organize a two-day training program for sales representatives of a FMCG company. Briefly outline the significant steps of training process, followed by you.

SECTION C

Case Study

Praneet was restless when he reached home. After having a conference call with his boss Ed Robello, Vice President-Human Resources, Amorphous Materials Inc., USA, Praneet's mood seemed to have improved. While having dinner, he recounted the day's events to his wife, Asha. "I had a meeting with the managing director of Amorphous India in the morning. We discussed about the leadership development program that I had designed and executed to develop a second tier of leadership to the strong first tier of leadership in Amorphous India during 2005. This was developed as a result of an organizational assessment survey that was initiated by me in November 2004 to assess the organizational health and capabilities for meeting current organizational objectives as well as future goals of the organization. One of the hot topics that emerged as an item on the action plan was leadership development for continued success of the organization. I prepared the detailed concept paper on the approach to be taken, which was okayed by my boss and the managing director of Amorphous India, my customer. This was included as one of my key result areas for the next six months. A detailed program was also designed session-wise, and trainers for the program/sessions were identified. Budgets got approved by everybody concerned. High-potential people, who were the target audience for the program, were also identified. With much fanfare, we rolled out the leadership development program in two phases, each phase containing three days at a stretch. The first phase contained concepts on leadership, different models of leadership, task versus people orientation,

and self-assessment instruments for the target audience to become aware of where they stand and where they need to develop. We had also built a 360-degree component in between both the phases. The second phase was based on the 360-degree feedback in which the participants were clearly indicated about what they were good in and where they needed further improvement. The program concluded with a feedback session to collect the inputs from all the participants on how the program was received, what went right and what went wrong in the program, any modifications required to make the program more effective, feedback on trainers, and so on. The program received excellent feedback from all the participants with minor modifications suggested.

Today, I had a performance review session with my customer, the managing director of Amorphous India, and he mentioned to me that the leadership development program didn't result in building second tier of leaders effectively. He mentioned that the knowledge/skill acquired by the participants had not translated into actual performance of the participants, barring few of them. He also mentioned that the internal customers' feedback from Amorphous Inc., USA was not satisfactory with respect to the cultural sensitivity of the participants. We argued with each other on this. But he was insistent that the program didn't bring in the results required. My restlessness is a result of this meeting.

Now, I need to make alternate plans on how we can improvise on this program that really builds the leaders that the organization wants. Both myself and Ed discussed about what went right and what went wrong, and why the managing director of Amorphous India thinks that the program didn't translate the learning acquired by the participants into real results. We identified the missing components and also thought that we need to have an integrated leadership development program combining all essential elements beyond training alone. I need to prepare the revised program guidelines for the first-tier leaders and participants, and implement it while contemplating the necessary HR policy changes in other sub functions of HR."

Questions

(5*3=15 marks)

1. What can be the alternate plans for leadership development that Ed and Praneet discussed?
2. What do you think went right and what went wrong in the original design of the leadership development program? What can be the missing components identified by Ed and Praneet?
3. Propose an integrated leadership development program containing all essential components beyond training from your side to Praneet.