



Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) –201306

**POST GRADUATE DIPLOMA IN MANAGEMENT (2018-20)  
END TERM EXAMINATION (TERM -IV)**

Subject Name: **Learning and Development**

Time: **02.00 hrs**

Sub. Code: **PGH 02**

Max Marks: **50**

**Note:**

- 1. Writing anything except Roll Number on question paper will be deemed as an act of indulging in unfair means and action shall be taken as per rules.**
- 2. All questions are compulsory in Section A, B & C. Section A carries 5 questions of 2 marks each, Section B carries 2 questions of 10 marks each and Section C carries 2 Case Studies of 10 marks each**

**SECTION - A**

**02×05 = 10 Marks**

- Q. 1 (A): Discuss different training methods come under On the Job Training and their applications in different situations.
- Q. 1 (B): How Donald Kirkpatrick's Model can be efficiently used as a tool to evaluate training and development program?
- Q. 1 (C): Elaborate on relevance of vestibule training, Assessment Centre and In basket technique at different situation.
- Q. 1 (D): How social learning theory is significant in today's workplace?
- Q. 1 (E): With help of Mind map prepare framework of a strategic training module.

**SECTION – B**

**10×02 = 20 Marks**

- Q. 2: Develop a competency model for a job held by Sales Manager. Describe the most difficult part of developing the model. How the model could be used?
- Q. 3: Design training module on topic of your choice containing training objective, content, methods, and evaluation criteria with reference to the Instructional system development models.

**SECTION - C**

**10×02 = 20 Marks**

Q. 4: Case Study:

Modern Industries Ltd. (MIL) in Bangalore is an automobile ancillary Industry. It has turnover of Rs. 100 crores. It employs around 4,000 persons. The company is professionally managed. The management team is headed by a dynamic Managing Director. He expects performance of high order at every level. It is more so at the Supervisory and Management levels. Normally the people of high calibre are selected through open advertisements to meet the human resource requirements at higher levels. However, junior-level vacancies are filled up by different types of trainees who undergo training in the company. The company offers one-year training scheme for fresh engineering graduates. During the first six months of the training, the trainees are exposed to different functional areas which are considered to be the core training for this category of trainees. By then, the trainees are identified for placement against the available or projected vacancies. Their further training in the next quarter is planned according to individual placement requirements. During the last quarter, the training will be on-the job. The trainee is required to perform the jobs expected of him after he is placed there. Mr. Rakesh Sharma joined the company in the year 1983 after his B. Tech . degree in paint Technology from a reputed institute. He was taken as a trainee against a projected vacancy in the paints application department In MIL, the areas of interest for a trainee in Paint Technology are few. Hence, Mr. Sharma's core training was planned for the first 3 months only. Thereafter, he was put for on-the-job training in the paints application department. He took interest and showed enthusiasm in his work there. The report from the shop manager was quite

satisfactory. The Training Manager personally talks to the trainee about his progress, strengths and shortcomings. At the end of the second quarter, the Training Manager called Mr. Sharma for his performance review. He appreciated his good performance and told him to keep it up. A month later Mr. Sharma met the Training Manager. He requested that his training period be curtailed to 7 months only and to absorb him as an Engineer. He argued that he had been performing like a regular employee in the department for the last one quarter. As such, there was no justification for him to be put on training anymore. Further, he indicated that by doing so, he could be more effective in the department as a regular engineer. He would also gain seniority as well as some monetary benefits as the trainees were eligible for a stipend only. The regular employees were eligible for many allowances like conveyance, dearness, house rent, education, etc. which was a substantial amount as compared to the stipend paid to a trainee. The Training Manager turned down his request and informed him that it was not a practice of the company to do so. He told him that any good performance or contribution made by the trainees during the training period would be duly rewarded at the time of placement on completion of one year of training. Further, he told him that it would set a wrong precedence. Quite often, some trainees were put on the job much earlier than the normal period of three quarters for several reasons. Thereafter, Mr. Sharma's behaviour in the department became different. His changed attitude did not receive any attention in the initial period. According to him, those jobs were meant to be attended by full-time employees and not by trainees. The Paint shop Manager complained to the Training Manager about Mr. Sharma's behaviour and he was summoned by the Training Manager. He felt that he should be duly rewarded for much hard work; otherwise, it was not appropriate to expect similar work output from him. The Training Manager tried to convince him again that he shouldn't harp on rewards as he was a trainee; He also informed him that his good performance would be taken into account when the right occasion arose. Mr. Sharma apparently seemed to have been convinced by the assurance given by the Training Manager and remained passive for some time. However, when the feedback was sought after a month, the report stated that he had become more perverted. He was called again for a counselling session and was given two weeks time to show improvement. At the end of those two weeks, the Training Manager met the Department Manager, to have a discussion about Mr. Sharma. It was decided that he should be given a warning letter as per the practice of the company and, accordingly, he was issued a warning letter. This further aggravated the situation rather than bringing about any improvement. He felt offended and retaliated by thoroughly disobeying any instruction given to him. This deteriorated the situation more and the relationship between the manager of the department and the trainee was seriously affected. In the case of Mr. Sharma, there was no other department to which he could be transferred, His behaviour and involvement were lacking. In view of this, the Department Manager recommended that he be taken out of the department. When Mr. Sharma was informed about it, he was thoroughly depressed. One of the primary objectives of the Training Department is to recruit fresh graduates who have good potential and train them to be effective persons, in different departments. They are taken after a rigorous selection process which includes a written test, a preliminary and a final interview. During the training period, their aptitudes, strengths and weaknesses are identified. Their placement in departments is decided primarily on the basis of their overall effectiveness there. Here is a case where the person happened to be hard-working in the beginning but turned out to be a failure in the end. The Training Manager was conscious of this serious lapse and was not inclined to recommend his termination. But at the same time it was difficult to retain a person whose track record was not satisfactory. He still felt that a fresh look be given into this case but he was unable to find a way out. He was now faced with the dilemma whether to terminate or not to terminate Mr. Rakesh Sharma.

(A) Where did the things go wrong? What options are open for the Training Manager other than termination of Mr. Sharma? (5 marks)

(B) How could you put Mr. Sharma back on the right track? Discuss some training framework that may be applied to convert the situation in better path. (5 marks)

Q. 5: Case Study:

Siemens is one of the largest electrical and electronics engineering companies in the world. Every year it employs 20000 people in UK. In addition, Siemens UK invested a huge amount of money only on research and development, because their business focused on 'innovation'.

Therefore, for growth of their business, Siemens needs people with first class level of skill, knowledge and capability in engineering, IT, business and other relevant field. Siemens Company's strategic planning includes workforce planning, and it is a systematic process for identifying the human capital required to meet company's goals and developing the strategies to meet these requirements. Workforce planning helps an organization to estimate its future workforce requirements and calculate the numbers, nature and sources of potential employees who might meet that demand. In other words, it is about getting the right number of people, with the right skills, in the right place and at the right time. Such as workforce, planning enables Siemens to inspect its present staff numbers and the skill it has in place as well as identify where it has skill gaps needed to meet its business objective. Therefore, workforce planning actually enables Siemens to identify the future and present gap of skill, talent and opportunity, so that Siemens can go training programs. Every workforce planning has a similar kind of model like- Environment Scan: Siemens can analyze the new environment where they are going to shift their production plan to another city or place. Such as, they are relocating its main plant in Lincoln to a bigger site outside the main city. Therefore, they have to analyze the environment of new place to identify what kind of skill is in need. Because, every new place contains new opportunity and at the same time it needs new skill, extra staff and technology.

Current Workforce Profile: Siemens have to analyze what kind of resource they have and they are creating their current workforce profile, for example what kind of technologies do they have and what sort of skill their staffs have.

Future Workforce View: Then they are identifying their future workforce planning, such as what kind of technologies they should introduce or what type of training their employee should need.

Analysis and Targeted Future: When they are, analyze their requirements of training, and then they can set an expected future or business objective for them.

Closing the gaps: After analyzing their training needs and, they can minimize and close their gaps by implementing effective training programs. Analyzing training needs can be two types: these are Task analysis and Performance analysis. Siemens can assess their new employee's training need in and assess their current employees training needs. Because of their business is focuses on innovation, so it needs to predict and gradually respond to continuous change in new business environment. For example, Siemens attention is now focus on wind turbines and renewable energy source because of climate change and growing importance on carbon footprint. Therefore, Siemens needs to hire more employees with eligible skill or give training to existing employees to develop with new skills that can match with wind turbine operating. Workforce planning is also important for future opportunities. Siemens is now bidding for Olympic Games 2012 in London. If they win the bid, then they have to provide security, healthcare provision, media and communication technology for the games. Therefore, if they want to come up with positive result, they should employ new people or train existing employees with right skills. By workforce, planning Siemens can maintain Competitive advantage and establish a channel of talent and minimization of knowledge gap by giving retirement of old employees and fill this gap by promotion of existing employees. In this way, workforce planning enables Siemens to identify its training needs.

- A. Critically analyze how does workforce planning enables Siemens to identify its training needs. (5 marks)
- B. What training methods would you suggest to Siemens that would be best suited to its needs. (5 marks)