

TRAINING & DEVELOPMENT
(For students admitted in 2014 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

Answer the following: (05 X 10 = 50 Marks)

1 What is training? Discuss training process and significance.

OR

2 Discuss concepts of training.

3 What are the functions of training?

OR

4 What are the corporate strategies in training?

5 What is the role of external agency in T & D?

OR

6 Evaluating the training and development policies.

7 Discuss resistance in training and motivation of training.

OR

8 Discuss trainer skill development.

9 Discuss the various training methods.

OR

10 Evaluate T & D programme.

SECTION – B

(Compulsory Question)

01 X 10 = 10 Marks

11 **Case study:**

The Andhra Pradesh state road transport corporation has been providing passengers transport facility since 1956. It has been extended its operations from one region to another by nationalizing the passenger transport companies in a phased manner. Presently, it nationalized two routes in East Godavari District in the state in October 1988. Normally, it absorbs all the employees working in passenger transport companies before the nationalization and fixes their wages at par with the scales of similar categories of jobs. The pay scales in the corporation are determined on the basis of mutual agreement between the management and the recognized trade union. The scales are revised once in three years. The recent agreement came into force with effect from September 1988. There are two classes in driver category: Class-I (drivers working on long distance buses) and class-II (drivers working on short distance buses). The pay scale of Class-II drivers was enhanced from Rs.600-1200 to 900-1600 with effect from September 1988 in consequence to the latest agreement. The agreement further stated that the pay scale of the driver drawing the scale of Rs.600-1200 would be fixed in the scale of Rs.900-1600. The corporation absorbed 10 drivers who were with the private passenger transport companies upon the recent nationalization of two routes. The personnel department fixed the scale of these 10 drivers in the scale of Rs.600-1200 and it rejected their plea of fixing their pay in the scale of Rs.900-1600 saying that only drivers drawing the scale of Rs.600-1200 are eligible to draw the new scale Rs.900-1600. The corporation has setup both the grievance machinery and the collective bargaining machinery to resolve employee problems. These drivers submitted this issue to the foreman who was their immediate superior. The foreman told them to raise this issue in collective bargaining with the help of the trade union leaders as it was a policy matter. The driver approached the trade union leader and persuaded them to solve the issue. The trade union leaders included this item in the draft agenda of the collective bargaining committee scheduled to meet in January 1989. But the collective bargaining committee deleted this item from the draft agenda saying that the issue could be settled through grievance machinery as only 10 drivers out of 300 drivers of the corporation were concerned with the issue.

Questions:

- (a) Who is correct: The personal department, the foreman, or the collective bargaining committee?
- (b) Where do you place the issue for redressal? Give reasons.
- (c) How will you redress this issue?
