



UNIVERSITY OF COLOMBO, SRI LANKA
FACULTY OF MANAGEMENT AND FINANCE

Postgraduate and Mid-Career Development Unit

Master of Business Administration in Human Resources Management

Semester III- Second-half Examination July 2016

MBAHR 610-Training and Development in Organizations

Three (03) Hours

Answer four questions (04) in all, including question number one (01)

1. Training for whom?

Microelectronics, a California based electronics defense contractor, has enjoyed a smooth growth curve over the past five years, primarily because of favorable defense funding during the Reagan Administration's build-up of U.S. military defenses. Microelectronics has had numerous contracts to design and develop guidance radar system for military weaponry.

Although the favorable funding has enabled Microelectronics to grow at a steady rate, the company is finding it increasingly difficult to retain its really engineers. Based on the extensive turnover analyses, conducted by Ned Jackson, the Human Resources Manager, 'Microelectronics' problem seems to be its inability to keep engineers beyond the 'critical' five-year point. Apparently, the probability of turnover drops dramatically after five years of service. Ned's conclusion is that Microelectronics has been essentially serving as an industry college. Their staffing strategy has always been to hire the best and brightest engineers from the best engineering school in the United States.

Ned believes that these engineers often get lost in the shuffle at the time they join the firm. For example, most (if not all) of new hires must work on non-classified projects until cleared by security to join a designated major project. Security clearance usually takes anywhere from six to ten months. In the meantime the major project has stated and the young engineers frequently miss out from its design phase, considered the most creative and challenging segment of the program. Because of the nature of project work, new engineers often have difficulty in learning the organizational culture-such who to ask when you have a problem, what the general dos and don'ts are, and why the organization does things in a certain way.

Ned has been designated to present to top management a proposal, to reduce turnover among young engineering recruits. The essence of his plan is to create a **mentor program**, **except** however, according to this plan the mentors will not be the seasoned graybeards of Microelectronics, but rather those engineers in the critical three- to -five year service window, where the turnover is highest. These engineers

will be paired with new engineering recruits before the recruits actually report to Microelectronics for work.

According to the task force, the program is twofold (1) it benefits the new comers by easing the transition into the company, and (2) it helps the three-to-five year service engineers, by enabling them to serve an important role in the company. By performing mentor role these engineers will become more committed and hence less likely to leave. As Ned prepared his fifteen minutes presentation for the top management he wondered whether he had adequately anticipated the possible objections to the program in order to make an intelligent defense of it. Only time would tell.

Source: Dessler, Garry, (2003) Human Resource Management. Prentice –Hall of India Private Limited Delhi.

- i. Describe your ideas/suggestions to overcome existing issues/problems through the employee training and development of the company. Justify your ideas/suggestions.

(12 Marks)

- ii. Enumerate three basic categories of training delivery methods.

(08 Marks)

- iii. Do you find the mentoring program, Ned is suggesting, suitable to reduce turnover? Justify your answer.

(10 Marks)

- iv. Once Ned put forward his new HRD initiatives, resistance to change will come into being. Explain how Ned can mitigate the resistance, winning the hearts of all parties.

(10 Marks)

(Total 40 marks)

2. Cathy Pacific Airways is an international airline based in Hong Kong that serves over eighty-five destinations on five continents. In 2003, Cathy Pacific carried over 10 million passengers, and also maintained a considerable cargo operation. Approximately 14,000 people work for the airline (Worldwide). A survey in the 1990s revealed that travelers felt that Cathy Pacific service was good, but not as warm and friendly as customers desired. Some even describe as 'robotic'. This led to a reexamination of how the company recruited, trained, and managed its employees.

One major change that Cathy Pacific made was in its in flight training department. In the past, trainers devised and followed careful lesson plans. This was intended to provide a set of standards of service on all flights. However, to increase customer retention, especially among business travelers, Cathy Pacific decided that something more was needed.

Assume that you are the Training Manager at this airline.

- i. Briefly explain how you would conduct a training needs analysis in the airline?
(06 Marks)
 - ii. If you recommend the airline to outsource trainings, what kinds of factors to be considered when purchase a HRD program?
(06 Marks)
 - iii. What types of training would you recommend to achieve customer retention if the new goal was to provide exceptional customer service?
(08 Marks)

(Total 20 Marks)

03.
 - i. "Knowledge and skills precedence over attitudes in manufacturing organizations" Critically evaluate above statement with appropriate examples.
(10 Marks)
 - ii. Presume you are a member of a team that is develop in a shop floor leadership programme for your organization? What are the likely practical problems you need to address when developing such a comprehensive programme?
(10 Marks)

(Total 20 Marks)

04.
 - i. Most of the organizations do not evaluate HRD interventions to measure ROT (Return of Training). Identify and explain reasons why evaluation might not be done and how you could overcome as to the above challenge?
(10 Marks)
 - ii. Describe four levels of Kirkpatrick's framework of evaluation with examples.
(10 Marks)

Total :(20 Marks)

- 05 i. Discuss Training need assessment.
(Note: your answer need to be enriched with relevant examples from industry)
- (10 Marks)
- ii. "Improper training need identification generates greater sunk cost." Do you agree?
Critically evaluate the above statement.
- (10 Marks)
(Total 20 marks)
06. i. Briefly explain SEVEN different training methods with their usability for specific training requirements.
- (10 Marks)
- ii. Prepare an outline for a training program which is focused on enhancing "customer service skills" of retail staff (Note: Three Day program)
- (10 Marks)
(Total 20 marks)
07. Write shot notes for **any four (4)** of the following topics.
- i. The 'Five Minds of a Manager'
 - ii. Factors of maximizing learning
 - iii. Phases of expatriate training
 - iv. Main components of management development
 - v. Melting the glass ceiling
 - vi. Training interventions in Lean Manufacturing
 - vii. Roles of HRD manager in the service sector
- (5X4= 20 Marks)**