UNIVERSITY OF COLOMBO, SRI LANKA

FACULTY OF MANAGEMENT AND FINANCE

Bachelor of Business Administration (Level II – Semester V) Examination 2017

HRM 2300 – Training and Development

Three (03) hours

Answer **three (03)** questions in all, including **Question number 1 and 2**

---

1. You are working as an HR executive of 'Super Super', a supermarket chain. Recently you were told that there is a drop in the profit margin of the company and that HR, together with some other departments such as marketing, need to take steps to identify the problems and provide the necessary suggestions.

   i. As a HR professional, how would you identify the root causes of this issue?

   (05 Marks)

   ii. What could be the possible reasons for this drop in profit?

   (05 Marks)

   iii. If you have identified that customer service of the supermarket needs improvement, how would you develop a training program for the staff? Explain the process you will follow.

   (10 Marks)

   iv. Develop an outline for a customer service improvement program that you would organize for the supermarket.

   (15 Marks)

   v. How would you evaluate the success and outcomes of this training program? Explain reasons.

   (10 Marks)

   (Total 45 marks)

2. 'Look good' is a very popular retail seller of clothes with about 15 outlets around the country. Recently, the HR manager of 'look good' Ms. Ramani decided to carry out some training to all the cashiers of the 15 outlets. Other than the orientation carried out for them, these cashiers have not participated in any formal training conducted by the company.

   After discussing the matter with the top management, it was decided to have the program on a Sunday, the day that most shops are closed, so that the day-to-day business will not be affected. Ramani spoke with a resource person, Mr. Gamini Perera, who is a university batch mate of Ramani. About the program. Mr. Perera is an independent consultant, who also carry out training, especially on organizational behavior. After discussing with Mr. Perera, a training program was designed by Ramani to address communication and customer care. All 60 cashiers of the 15 outlets were invited for the training program.

   On the day of the program, Ramani was devastated to see only about 40 cashiers being present for the program. Ramani started calling the managers of the different outlets of the absent cahiers immediately and found out various reasons for the cashiers absence. For example, some outlets are open on Sunday and hence the cashiers were not released from work for training, some cashiers reported falling sick, the distance to Colombo would mean some cashiers (such as those in Jafffna) needing two days leave to attend the program, which the manager have not approved, were some of the reasons thus identified.

   However, with the less participation, the program was conducted as planned. But the feedback that Ramani collected at the end of the program indicated that the participants were very unhappy about the trainer and the content.

i.   What are the main drawbacks you see in the manner this workshop was designed and implemented? How would you have designed and implemented the program to avoid these drawbacks? (for each of the drawback you identify, state what you would have done to avoid it)

(15 Marks)

ii. What are the costs of this training program to the company?

(10 Marks)

(Total 25 marks)

3. Based on Judith Brown's article on 'Training needs assessment: A must for developing an effective training program' (2002) and Darlene Russ-eft's 'A typology of training design and work environment factors affecting workplace learning and transfer' (2002), given to you and discussed in the class, answer the following questions in short.

    i.   Explain the four main reasons for a needs analysis to be done before developing a training program.

    ii.   What are the types/levels of analysis that can be carried out to identify the training needs?

    iii.   What data collection methods can be used to identify training needs?

    iv.   What are the steps of conducting a needs analysis?

    v.   What are the situational factors that will affect learning and transfer?

    vi.   What are the post training intervention elements that can affect learning and transfer?

(05 Marks each)

(Total 30 marks)

4. i. You were asked to develop a development program for a senior manager who has the potential to become the next General Manager (GM) of an IT company, once the existing GM retires in two years' time. The senior manager is 35 years old and is a graduate of Moratuwa University where he has obtained his degree in Computer science. What development approaches would you suggest for the senior manager? Give reasons.

(10 Marks)

    ii. Briefly explain the following;

        a. Kirkpatrick model

        b. Career management process

        c. Four characteristics of adult leaners

        d. Styles of learning

(05 Marks each)

(Total 30 marks)