

**EASTERN UNIVERSITY, SRI LANKA**

**FACULTY OF COMMERCE AND MANAGEMENT**

**Third Year First Semester Examination in Bachelor of Business Administration  
Honours in Human Resource Management – 2021/2022 (Proper/Repeat)**

**(Feb/Mar 2024)**

**HRM 3053 Learning and Development**

**Answer all 5 questions.**

**Allocated Time: 03 hours**

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Q1. Read the following case study and answer the questions given below:

### **Long-Live C-Learning**

Health First Hospital faced a gap between the skills of newly hired nurses and the demands of the job, affecting the quality of the patient care. The management understood the requirement of the learning work culture through training and development. Thus, the management decided to hire James Farrell as a consultant to get few suggestions before designing an appropriate training programme to address the issues of nurses. Because, the hospital doesn't have a separate human resource department (HRD) and they were confused to select the proper training delivery method.

All indicators point to the continuing growth of technology-based training. Such training can be more individualized than group or classroom-based training, and is often touted as cheaper, given the reduced needs for trainees to travel to the training site, or even be away from their workplace. However, classroom training remains the dominant form of instructional delivery. Consultant James Farrell argues that there are, in fact, good reasons why classroom training (c-learning) remains popular. Moreover, classroom training method is not limited to lectures approach, where this method is encompassed with diverse set of approaches. Face-to-face instruction has the greatest capacity for "information richness." Information richness has to do with the types of cues that are sent to the receiver of information, for example, when a trainee has the ability to observe the trainer's body language, voice inflection, and nonverbal cues, this can increase the accuracy of the communication that is received. As one moves away from face-to-face communication, such as with distance learning, computer-based learning, video- and print-based instruction, there is less capacity for rich communication. This may be fine for situations where the knowledge or skills to be taught are relatively straightforward. However, when the skills or procedures to be taught are completely new or different from what has been done in the past, these more complex situations may not be well suited for technology-based learning. Farrell presents the following as a humorous (if extreme) example of where distance learning may not be ideal for attaining certain training objectives:

You are in a hospital emergency room, and a nurse says you need immediate brain surgery. Two physicians are available, and you must choose. One has undergone traditional one-on-one training with an experienced surgeon. The other has been trained

through the hospital's revolutionary new distance learning program for brain surgery which included the completion of a 12- step CD-ROM course. Which surgeon do you want to operate on you?

Farrell argues that it is important to look at the information processing demands placed on learners. When such demands are high, more face-to-face (or classroom) interaction is likely going to be necessary. Although the newer learning technologies can offer advantages concerning speed, flexibility, and cost, HRD professionals must make sure that they are appropriate for the given training situation. "Despite the rise in e-learning," Farrell concludes, "it appears that classroom training is here to stay".

- a) According to the given case study, indicate which surgeon do you want to operate on you and justify your answer. (04 M)
- b) *Farrell concludes, "Despite the rise in e-learning, it appears that classroom training is here to stay".*  
Debate the pros and cons of classroom-based training in organizations. (04 M)
- c) *Farrell argues, "classroom training method remains popular and it is not likely to be replaced by the lecture approach".*  
Comment on his statement. (06 M)
- d) Highlight what do you think of "blended learning" as an approach to training professional employees. (04 M)
- e) Assume Farrell needs your assistance to prepare a lesson plan for a training program to enhance the nurses' communication skills. Develop a lesson plan for this training program. (06 M)

(Total 24 M)

Q2.

- a) *"HRD interventions should be designed in a process or sequence to address a range of issues and problems in an organization".*  
Sketch a framework to depict the HRD process. (04 M)
- b) Identify four reasons why managers do not conduct "need assessment" before designing HRD interventions. (04 M)
- c) *"Learners have preferences for the sensory channels they use to acquire information".*  
Categorize six primary perceptual preferences of various learners. (06 M)

- d) Link the concepts [Please specify the most appropriate answer (**One Letter**) in your answer script].

i. In training evaluation, the measurement of how much of the concepts, attitudes and theories learned have made impact on job is classified as .....	.....	A. Deviant performance
ii. .... combines abilities and capacities, generally the result of training.	.....	B. Attitudes
iii. A person's general feelings of favour or disfavour towards something.	.....	C. Skills
iv. Description of a performance you want learners to be able to exhibit before you consider them competent.	.....	D. Abilities
v. The relationship between employee and supervisor is task oriented.	.....	E. Learning
vi. A ..... can be either a current deficiency, such as poor performance, or a new challenge that demands a change in the organization.	.....	F. Objectives
		G. Results
		H. Coaching
		I. Need

(06 x 01 = 06 Marks)

**(Total 20 Marks)**

Q3.

- a) According to Bernthal and colleagues (2004), briefly describe the three areas of "foundational" competencies needed by all HRD professionals. (06 Marks)
- b) Suppose you have been asked marks to design a program intended to train airline flight attendant trainees in emergency evacuation procedures. You are now designing the evaluation study to show that the flight attendants understand the procedures and use them on the job.  
Recommend which data collection methods would be the most useful in providing this evidence. Support your choices based on Kirkpatrick Evaluation Framework. (06 Marks)
- c) *"Many organizational theorists argued that organizational socialization is a process involved with several steps or stages".*  
Critique the validity of the statement with the support of Feldman's Stage Model of Socialization. (04 Marks)

- d) *“Some managers resist using Realistic Job Preview (RJP)”.*

Defend when is it appropriate to use RJP in socialization.

(04 Mark

(Total 20 Mark

Q4.

- a) Briefly explain the need for coaching practices in the contemporary organizations Sri Lankan manufacturing sector.

(06 Mark

- b) Suppose you are a restaurant manager who is conducting a coaching discussion with one of your employees about the employee's repeated failure.

i. In your opinion, describe what is considered as a “poor performance” with a suitable example to the employee.

ii. Based on the Fournies Approach, suggest the five-step discussion process that you should conduct to get the employee to agree that a problem exist.

(08 Mark

- c) Discuss why skills training programs are important for the long-term vitality of organizations.

(04 Mark

(Total 18 Mark

Q5.

- a) If you were responsible for designing a “technical training program”, relate and discuss three types of programs that can be encompassed to enhance the technical skills of employees.

(06 Mark

- b) *“Greenhaus and colleagues (2010), present a model of how individuals show manage their career management process.”*

Categorize and discuss any six activities that individuals perform to make a career decision.

(06 Mark

- c) *“Managers and supervisors need to fulfill their responsibility as career developers”.*

Comment on the above statement highlighting the roles of managers and supervisors as career developers.

(06 Mark

(Total 18 Mark