

EASTERN UNIVERSITY, SRI LANKA
FACULTY OF COMMERCE AND MANAGEMENT

Third Year Second Semester Examination in Bachelor of Business Administration -
2015/2016 (July / August, 2018) (Proper / Repeat)
[Specialization in Human Resource Management]
HRM 3053 Training and Development

Answer all five (05) questions

Time: 03 Hours

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

Fujitsu: Breaking the training rules

Leadership, negotiation, time management, team development and communication are skills that play a vital role at Fujitsu. Through the company's development programs, the IT service provider has discovered that game-based learning is the most effective tool for training its internal customers in new skills and competencies by creating new learning spaces. It is a tool that is capable of meeting the huge challenges facing Fujitsu Spain's Human Resources Department in relation to the company's talent development program: different generations in the workplace, different professional groups, a widely geographically dispersed workforce and the need to break with the formats established over many years in the area of training. Through game-based learning, Fujitsu has been able to improve on the results of other training models, while ensuring effective learning by three completely different groups: high potential, key performance and managers.

Game-based learning can be defined as lessons, which are competitive, interactive, and allow the learner to have fun while gaining knowledge. The best game-based learning has three main elements. The first element is competition. The competitive elements help to provide motivation for employees who might not find that motivation in normal learning methodologies.

This leads to the element of engagement. The final element is immediate rewards. This is vital to keep the learner invested and coming back for more as well as helping the learning process.

Game-based learning can offer many advantages when done properly. Well-designed games can be a cost-effective means to allow students to interact with multiple learning scenarios that are tailored to meet the pace at which they learn. Scoring on these games can be standardized to allow comparisons between students, and feedback can be instantaneous.

However, how was a video game able to overcome the huge training challenges facing Fujitsu Spain's Human Resources Department?

The challenge: The four major challenges in talent management and development Fujitsu Spain has implemented three development programs that stand out for their innovative approach and ability to ensure self-learning:

- Talent development program
- Management Engagement
- Circle Management Program

The three programs are interconnected and responsible for maintaining a new learning and development environment for leadership, negotiation, communication, time management and team development.

However, before the company was able to develop effectively all these programs, it had to address four major challenges that are a reflection of how large international corporations are progressing in the area of talent management.

1. The advent of new generations Fujitsu Spain employs more than 1,700 people from a range of generations. Millennials perform the same tasks and have the same responsibilities as employees over the age of forty. Therefore, managing and training a workforce comprised of radically different generations was the first challenge the Human Resources Department had to overcome: is there a training model that is capable of engaging and motivating all of its employees?
2. Three groups with completely different needs Fujitsu's talent development program focuses on two large groups: high potential and key performance employees. Two groups with an array of completely different needs, interests

and potential. High potential employees have growth potential within the company, while key performers are vital to the organization but have no interest in developing further or taking on new roles and responsibilities. And to add to the challenge, there is a third group: the company's 180 managers, with their own individual needs, circumstances and time available to devote to their development within the organization. And this is where the second challenge arises: how to select skills that are common to all three very different groups?

3. The huge geographical spread of the workforce For global companies such as Fujitsu, providing standardized training to a widely geographically dispersed workforce is a major challenge. In addition, classroom training is no longer an option because of the high costs involved and the fact that employees are not always available to attend the training at the same time. This new reality raises a new question and presents a new challenge: how to engage employees in the program and get them to take control of their own development?
4. Breaking with traditional approaches to training Fujitsu's Human Resources Department's main goal was to introduce a totally revolutionary concept in talent management and development. Using innovation, Fujitsu set about breaking with traditional approaches to training and giving employees new learning spaces in which to create and define their own development within the organization. In other words, one of the goals was to get employees to manage their own learning and take control of their own growth. However, the initiative raised a major question: how to ensure effective learning when this is left to the employee's discretion?

Answer the following questions:

- i) *“Game-based learning is the most effective tool for training its internal customers in new skills and competencies by creating new learning spaces”.*
Validate this statement.

(07 Marks)

ii) How game - based, learning would be help to overcome the four challenges of Fujitsu Spain's Human Resources Department.

(07 Marks)

iii) Briefly elaborate any three (03) advantages of game-based learning.

(06 Marks)

iv) As a Human Resource Management Student, do you think that it is advisable to continue with the game based learning to Fujitsu Spain's Human Resources Department? Advice the company with other Learning Strategies to improve their performance.

(08 Marks)

(Total 28 Marks)

Q2. i) *“Training being narrowly focused can achieve intermediate goals of the organization; however development being broad concept can help organizations to achieve ultimate objectives”.*

Briefly explain the issues involved in the development of Training Programme.

(06 Marks)

ii) *“Training and development can be initiated for a variety of reasons for an employee or group of employees”.*

Briefly elaborate the aims of the training programme.

(06 Marks)

iii) *“Training consultants have specific expertise in improving and aligning organizations' human resource systems”.*

Elaborate how Consultants for training and development renders consulting in an organization at different levels.

(06 Marks)

(Total 18 Marks)

- i) *“The systematic development of training and development programmes will contain five key outputs”*

Briefly elaborate the five (05) main key outputs in the training and development.

(06 Marks)

- ii) *“Experiential learning is the process of actively engaging participants in an experience that will have real consequences”.*

Elaborate this statement with examples.

(06 Marks)

- iii) *“Tools/Methods for identifying training and development needs depend on the scope of the assessment and on available resources”.*

Briefly discuss any three (03) tools used for the need identification.

(06 Marks)

(Total 18 Marks)

- i) *“Understanding of environment is the necessary step in designing the training programme”.*

Briefly explain the environmental issues needs to be consider when designing the training programme.

(06 Marks)

- ii) *“After assessing the needs and expectations of the participants, it is pertinent to define the goals and objectives for the training and development programme”.*

Elaborate the criteria needs of the participants to be consider when developing the goals and objectives for the training programme.

(06 Marks)

- iii) *“Evaluation is any attempt to obtain information (feedback) on the effects of a training programme”.*

Explain the objectives of evaluating the training and development programme.

(06 Marks)

(Total 18 Marks)

- Q5. i) *“Teaching aids are instructional media that facilitate employees to acquire the knowledge and skills they need to perform their jobs well”.*

a) List out the design consideration when using the teaching aid is to make the message clear to the participants.

(03 Marks)

b) List out the factors need to be considered in selection of type of teaching aid.

(03 Marks)

- ii) Briefly elaborate the considerations need to be follow up by the trainer when using the slides and electronic presentations.

(06 Marks)

- iii) *“Non-formal development makes life-long education a way of life for employees and for bringing about the Cultural Revolution for the learning society”*

Explain how the non-formal development provides competencies to employees to improve their quality of life.

(06 Marks)

(Total 18 Marks)