

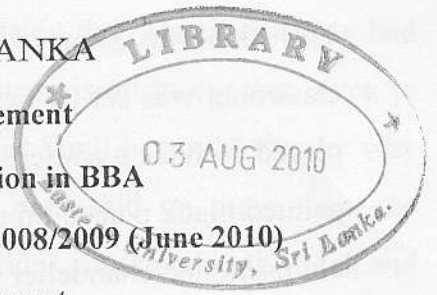
EASTERN UNIVERSITY, SRI LANKA

Faculty of Commerce and Management

Third Year Second Semester Examination in BBA

Specialization in Human Resource Management 2008/2009 (June 2010)

HRM 3243 Training and Development



Answer all questions

Time: 03 Hours

Read the case study and answer to questions given below

Supervisory Training Course

Professor Sunil was contacted on the telephone by the Assistant Director of Labour Industry Service Section and was invited to teach a course to the workshop foremen in the Super Machine Ltd. He suggested that Prof. Sunil visit the HR Manager at Super Machines Ltd. to become oriented to the company and its problems.

Super Machines Ltd. employed about 300 people and produced electrically operated motors and different kinds of machines using these motors. The Human Resource Manager told Professor Sunil that he liked to take advantage of Northern University's (University to which Professor Sunil belongs) programme titled " University- Industry Cooperation' designed for mutual assistance by having the University give one course for the foremen every year on some aspects of supervision and industrial relations. The full cost of these courses was paid by the Labour Department from a project funded by an international organization in the country.

As the company could not spare the foremen during the working hours the course was given afternoon each week for ten weeks between 4.00pm-6.00pm. The foremen came directly to the course from their jobs. They received one and a half time rate overtime for these extra hours. Because the company lacked training class facilities the HR manager arranged that to be held in the quarters of a club patronized by the HR manager and some other executives located a few blocks away from the factory.

This club was situated in an old house in a quiet part of the town. A makeshift classroom was set up in the former dining room of the house. Some card tables were placed to make a conference type layout. The black-board consisted of an old table-top painted black placed on a table and leaned against the wall. Light was provided by an old fashioned chandelier from which several blubs were missing.

On the Monday afternoon of the first class Professor Sunil found that he had to introduce himself to the class of sixteen foremen. The HR Manager had sent a message through one of the foremen to say that he was busy and could not make it, because there was no chalk for the black board one of the foremen volunteered to run across the road to buy some.

Professor Sunil had prepared a course outline that contained the following topics :

1. Nature of a foreman's job
2. What foreman expect from management
3. What workers expect from foreman
4. Elementary aspects of organization
5. Motivation
6. Making work assignments
7. Coaching
8. Complaints and grievances.
9. Leadership
10. Discipline

He made weekly assignments of about 25 to 30 pages in a text book on supervision. The classes were conducted on a lecture basis with some case studies used. Professor Sunil noticed that the men were always late for the class although they seemed to be in and about the building. Finally at 4.00pm on the third week he decided to explore the building. To his surprise he found most of the men drinking beer at the bar located in a room at the far end. In class the foremen were courteously attentive on the surface but

basically seemed unenthusiastic. In many of the discussion they stated that they had learnt about various aspects of human relations and supervision in courses given to them by other instructors in the previous year. Professor Sunil began to wonder why he had been invited to repeat the same things. The men said on more than one occasion that the ideas about leadership and human relations contained in the book and in the Professor's talk were OK in theory, but they would not work at Super Machines Ltd. because of Mr. Perera the Factory Manager. They claimed that Mr. Perera knew nothing about human relations and was so tough to deal with the Union that always went directly to the HR Manager with the grievances as a consequence and that they as foreman had no authority. All discipline was handled by the HR Manager.

Professor Sunil observed to himself that these foremen felt more like workers than members of the management. They even dressed in blue shop work clothes. The casting section foreman made the following statement to him one day: "I have worked in the company for 25 years and have been foremen for 15 years. But maybe I should have taken a job somewhere else. One day I was standing on the street corner when a truck from the Acme Ltd. went by. The truck driver must have just got his pay envelope, because he threw away the empty cover and I picked it up. He gets Rs 35600 and that is a lot more than what I get as a foreman".

Questions

1. What could this foremen training programme accomplish for the company?
(08 Marks)
2. If you find any demerits, to whom and to what reasons would you attribute them?
(08 Marks)
3. If you were the HR Manager how would you have run this training programme effectively?
(12 Marks)

(28 Marks)

02 a. Define what training and development means? Discuss the importance of training and development for an organization and its employees

(06 Marks)

b. What do you mean by e-learning and collaborative learning? Compare e-learning with collaborative learning

(06 Marks)

c. Douglas Mc Gregor introduced two set of proportions about the behaviour of workers in an organization, which he labeled as Theory X and Theory Y.

Critically evaluate the approaches potential that these theories have in managing people in present day organizations.

(06 Marks)

03 a. Explain the roles of training institutions towards Human Resource Development in Sri Lanka.

(04 Marks)

Organizational training and development is guided for self-development. Do you agree? Give reasons

(06 Marks)

c. Discuss the importance of training need assessment for Vocational Training Centers in Sri Lanka?

(08 Marks)

04 a. Compare and contrast the individual learning vs. organizational learning and discuss the benefits of being a learning organization.

(06 Marks)

b. What are the key factors that you want to consider when Choosing a Training Method or methods for your organization? Explain.

(06 Marks)

c. Spending on Training and Development of employees is a non recoverable expenditure or productive investment? Explain your answer with suitable example.

(06 Marks)

- a. What is the impact of technology in training and development?
(05 Marks)
- b. Categorize the training service providers which are functioning in the Eastern Province and evaluate them based on your own learning experiences
(05 Marks)
- c. Assume that you are supposed to develop a training and development programme for graduates who have been appointed very recently as management trainees for State Banks. Develop an appropriate Training and development programme that will use a variety of learning principles and the systematic approach to training
(08 Marks)