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Eastern University Sri Lanka

EASTERN UNIVERSITY, SRI LANKA
FACULTY OF COMMERCE AND MANAGEMENT

Third Year Second Semester Examination in Bachelor of Business Administration in
Human Resource Management 2009/10 (Proper) (January/February 2012)
HRM 3053 Training and Development

Answer all questions

Time: 03 Hours

Q1.

Case Study – A Language of All Seasons

A few years ago, Four Seasons Hotel and Resorts, based in Kandy, began recruiting staff in Sri Lanka for a new resort. While they had over 10,000 applicants for the approximately 600 jobs, virtually no one spoke English. Many had never left the city, let alone in the city. A few had any idea of what providing world-class service meant. Turning this location into world-class hotel would be an uphill battle.

The only thing the company could count on was that the employees would be gracious, because that trait is deeply ingrained in Sri Lankan culture. Everything else had to be learned – what constitutes breakfast foods, what condiments (ketchup, relish, butter etc.) are served with which foods, and basic Western etiquette.

But first the company had to deal with the language situation. The corporate language for Four Seasons is English, so all applicants were to be given a simple 10 question English test. It was quickly abandoned as no one could pass it. Four Seasons, realizing it would have to teach its employees English, developed an approach where employees could teach themselves new languages, and hired a language-training firm with experience in the hospitality industry.

Everyone had less than a month to learn enough English to operate the hotel by opening day. The nine-hour daily classes, including classroom work and “real-world” trainer time, focused on words and phrases the employees could expect to hear everyday, such as “ketchup, please”.

Service glitches occurred at first, but today the resort is running smoothly. It has been so successful that, as new resorts are opened, a similar approach is used to help employees learn different languages. The initial programme has expanded so that employees can continually upgrade their language skills and also learn new languages.

As employees complete a certain level of training, they receive a monetary bonus of Rs. 5000 to Rs.10,000 and a certificate of achievement.

The initiatives appear to be working. At the Four Seasons Resort turnover is typically between 4 – 8%. And some employees who have mastered English have transferred to other Four Seasons Resorts throughout the country.

Questions:

- i) Explain why the turn over is low in the Four Seasons Resort?
(Total 06 M)
- ii) As a Human Resource Manager in the Four Seasons Resort, think about the training you have taken or that you might do in the future for your employees. Explain the reasons why you selected those training programmes?
(Total 08 M)
- iii) What are the motivational techniques that you can use in the training programme to increase the staff involvement in it?
(Total 06 M)
- iv) What principles of learning should be applied when teaching basic skills described in the case study?
(Total 08 M)
(Total 28 M)

- Q2. i) State two definitions of Training and briefly describe the components of the training programme.
(08 M)
- ii) Imagine that you have recently joined an organization as a customer service representative. The company places high value on satisfied customers. Specifically describe what are the technical skill as well as behavioural skills you need to carry out the job?
(06 M)
- iii) Briefly describe the principles of Management Development which have been practiced in an organization?
(04 M)

(Total 18 M)

Q3. i) "Experiential learning is the process of actively engaging participants in a training that will have real consequences". Explain the experiential learning with two major experiential learning methods.

(08 Marks)

ii) Briefly explain how the organizations are identifying the training and development needs of their employees. Use suitable examples from a selected organization.

(06 Marks)

iii) Briefly explain four teaching aids that can be used by a trainer in his/her training programme.

(04 Marks)

(Total 18 Marks)

Q4. i) Why is training and development still considered to be expenditure rather than an investment by a vast majority of Sri Lankan companies? What strategies will you adopt as training executive to market it to top management for which an organization can be benefited?

(08 Marks)

ii) "All learning takes place within the brain, and as the understanding of the underlying structures and processes of the brain increases people begin to apply that knowledge to improve their construction of learning environments".

Explain any two learning theories with their principles.

(06 Marks)

iii) "Training and development programmes will be evaluated as effected if it results in transfer, of knowledge, skills and behaviors to the job".

Explain the strategies that will help to transfer skills back to the job.

(04 Marks)

(Total 18 Marks)



Q5. i) Explain Donald Kirkpatrick's levels of training evaluation with examples.

(06)

ii) "Evaluation involves the collection of relevant and useful data while training and development programme is being conducted".

Explain Raab's major type's evaluation with suitable examples.

(06)

iii) Indicate the Non-Formal Development techniques you would use for each following jobs. Give reason for your choices.

a) Account Assistant

b) Computer operator

c) Nurse

d) Electricity workers

(06)

(Total 18)

