

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER 04 – EXAMINATION – SUMMER 2017

Subject Code: 2840301

Date: 03/06/2017

Subject Name: Human Resource Development

Time: 10.30 AM TO 01.30 PM

Total Marks: 70

Instructions:

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

- Q.1 (a)** Objective questions **06**
1. Which of the following refers to the learning opportunities designed to help employees grow?
- A. Training B. Development
- C. Education D. All of the above
- How does training and development offer competitive advantage to an organisation?**
2. A. Removing performance deficiencies B. Deficiency is caused by a lack of ability
- C. Individuals have the aptitude and motivation to learn D. None of the above
- Which of the following is a benefit of employee training?**
3. A. Improves morale B. Helps people identify with organisational goals
- C. Provides a good climate for learning, growth and co-ordination D. None of the above
- Which of this is a step in training process?**
4. A. KSA deficiency B. Provide proper feedback
- C. Obstacles in the system D. Use of evaluation models
- Which of these is the benefit of needs assessment?**
5. A. Assessment makes training department more accountable B. Higher training costs
- C. Loss of business D. Increased overtime working
- Which of these is an off - the - job training method?**
6. A. Television B. Job rotation
- C. Orientation training D. Coaching
- Q.1 (b)** Define the following terms: **04**
- a) Apprenticeship Training Programme, b) Utility Analysis, c) Glass Ceiling, d) Task Analysis
- Q.1 (c)** What are different factors to be considered for Maximising learning during training? Explain in brief. **04**
- Q.2 (a)** Define Job Instruction Training (JIT). Explain the steps of JIT, which helps the trainer to deliver the training program. **07**

- (b) What are the advantages of designing an HRD program in-house versus purchasing programs from vendors? **07**
- OR**
- (b) Discuss the importance of competency based approaches to HR practices over the traditional approaches to HR. Explain the process of competency mapping with the help of a suitable example **07**
- Q.3** (a) Discuss the advantages and disadvantages of on- the- job training and off –the- job training. Describe any two off- the- job training in detail. **07**
- (b) Deliberate when and why certain HRD programs are conducted On-Site and certain programmes are conducted Off-Site? **07**
- OR**
- Q.3** (a) Explain the various purpose of the HRD evaluation. **07**
- (b) Describe the Four Levels of evaluation that make up Kirkpatrick’s framework of evaluation. Use the example of any training attended by you to elaborate at each level. **07**
- Q.4** (a) What do you mean by Management Education? Discuss various management education activities, which are running in India. **07**
- (b) What do you mean by poor performance? How the coaching discussion can be used to improve performance of the employees. **07**
- OR**
- Q.4** (a) What is meant by the term performance management, and how is this different from the performance appraisal practices that are common in many organizations? **07**
- (b) Explain the relationship and differences between counseling, coaching and mentoring. Briefly explain how to judge the effectiveness of a coaching programme **07**
- Q.5** Mala was a careful, hard-working employee in a private company. She has been serving as a book keeper or more than seven years before problems developed with her performance. Many employees begin as clerks and progressively move up to lead book keeper. As such, Mala was responsible for a large, active petty cash fund and was working with dedication and utmost responsibility. **14**
- During a spot check by the internal audit of the company, her immediate supervisor noticed pencil erasures on expense reports and assumed that employees had been directed by memo to record their expenses in ink. Mala’s immediate supervisor called Mala and confronted her. When the supervisor called Mala, other employees became aware of the fact that some unpleasant incident has taken place. The situation in the department became very hostile as Mala walked to the office of the supervisor.
- Mala confessed to temporarily borrowing some money from the petty cash

fund. She explained that her child had been in and out of the hospital for a few months, and she had exhausted the family resources. She explained that she had to pawn her jewelry to perform some expensive medical tests.

Mala admitted that she used the petty cash money to pay the bills of the last medical test of her child. Mala further said that she has never done anything of this sort before and that this was the first time she borrowed money intending on returning the money immediately. Mala apologized and pleaded with her immediate supervisor stating that this incident is one of the most extraordinary situations she has experienced in all her life.

The immediate supervisor told Mala that he would consult the company's HR manager and let her know of the decision. When the immediate supervisor consulted the company HR manager, he said that while he did not want to sidestep his responsibility and planned on making a final decision, he wanted to consult the HR manager first for his opinion on this matter.

Speaking as a certified HR practitioner, the manager said that he has a clear course of action for this kind of incident. He said any employee who steals should be terminated. The immediate supervisor felt very uncomfortable applying the manager's principle to Mala's case and was uncertain of what decision to take.

1 What are different HRD issues involved in this case? Do you think Mala's act is justified?

2 If you would be immediate HR manager what will you do? Justify your stand.

OR

Q.5

Training in star bucks is closely aligned with the development and promotion of the brand. Starbucks aims to please both its customers and its employees and its vision is to bring 'great coffee to everyone everywhere' and its mission statement makes a commitment to 'provide a great work environment and treat each other with respect and dignity'. The company want a diverse work force that reflects local communities and is passionate about the company and its products; although its brand approach involves a standardize approach to a training of all frontline staff. Employees are called partners with the barista role being the most familiar to customers. Baristas receive a minimum of 24 hours training during the first four weeks of employment. Training courses for managers are provided by the starbucks university. Managers attend classroom-based training for 8 to 12 weeks and covers barista training (as above) as part of an in-depth familiarization with the company and its procedures and systems. The trainers are stores and district managers who have the appropriate knowledge and experience to pass on to new managers.

14

Baristas are trained predominantly in the store under the supervision of the store managers or the assistant managers. The latter focus on practicing the skill of coffee making, and also include tests. Baristas are given a training manual as part of the 'coffee passport' programme. It is a 94 pages booklet which is divided into sections and the barista is given a written test to complete at the end of each section. It can take two days just to complete the process. Learning to differentiate between different aromas can take several weeks. Baristas have to taste every cup of coffee they make during training so they can learn how to describe the different flavors to customers. They are also given a free bag of coffee each week so that they can continue to refine their appreciation of the product outside the work environment.

Initial training covers a range of topics including the history coffee and how to prepare drinks. They are also taught customers service and retail skills and attend 4 hour workshop specifically on how to brew the perfect cup of coffee. This training goes into a great deal of detail such as: Handling coffee beans: How to open a bag of coffee beans properly without spilling any of the contents: how to hold the bag to prevent air getting trapped; how to weigh the beans; and, how to put labels in the correct position on the bag (i.e. exactly half an inch above company logo). Preparing coffee and other beverages: How to grind coffee beans; how to prepare milk to the correct temperature; memorizing recipes for all drinks on the menu; and; practicing the making of drinks. They also learn how to customize drinks as this is an integral aspect of the company's commitment to its customers. Additional topics include: cleaning and cleanliness, learning about the Italian names, how to make eye contact with customers; and, weighing the exact quantity of coffee beans being purchased by a customers. An important part of the training is learning the three underpinning principles of working for star bucks: maintain and enhancing self-esteem; listening and acknowledging; and, asking for help. This reflects a strong emphasis on socializing new employees into the company culture. When training is completed baristas sign a promise to exceed customer expectation by always serving a perfect cup of coffee. As they develop baristas can investigate the possibility of becoming a 'Coffee master' which demonstrates a high commitment and passion for coffee. A coffee master wears a black apron but to achieve this status must complete a specified number of hours training and pass a series of test, as well as lead some coffee tastings. When new stores opens experienced baristas from other branches provide one to one training. The company believes its approach to training has its immediate benefits in terms of the positive impact on customers' service.

1. What 'training strategies' and 'training' methods can you discern from the case?
2. Which learning theories can be discerned from the above strategies and methods?
3. What changes would you recommend to improve the delivery of training?
