

Eastern University, Sri Lanka
Faculty of Commerce & Management
Final Year First Semester Examination in BBA (Specialization in HRM)
2017/18 (January 2020)
(Proper)
HRM 4023 Human Resource Development

Answer all five (05) Questions.

Time: Three Hours

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

Training Crucial for Hotels

In the United States and worldwide, there are many different hotels for guests to select. Some are part of high-end, luxury hotel chains such as Ritz-Carlton and Four Seasons. Other chains have multiple levels such as Starwood with Sheraton, Four Points, and others, and Marriott Corporation with a range of brands from Marriott resorts to Fairfield Inns.

One common characteristic that all of these hotels have identified is how crucial training is. Hotel executives have learned that high-quality service is usually what determines if guests will return to their facilities, even more so than price. Consequently, having a well-trained hotel staff is crucial to delivering the high-quality customer service guests expect. The focus of much of the training is on creating positive organizational cultures through all facilities and with all managers and employees. Many of these chains have expanded their training commitments by hiring more full-time trainers to work throughout all locations and areas. Several different types of training illustrate these efforts.

The Starwood collection of hotels (St. Regis, Westin, Sheraton, Four Points, W Hotels) sees a specific focus on training as a contributor to competitive success. Over a recent six-month period, Starwood trained its 185,000 workers on areas such as social skills, handling worker emotions, and conflict/problem solving. These elements are seen as crucial to providing successful customer service. The focus of the training is for employees to know more about the types of guests in the hotels and how to respond to different situations that occur. Managers and others at hotels are trained on such factors as ensuring eye contact, evaluating customer and employee body language signals, and flexibility in resolving problems.

Choice Hotels and other chains use roleplaying as part of their training for hotel staff members. Handling families with kids, tired business travelers, and other types of individuals enhances customer services culture in a facility. Another side benefit is that employees become less frustrated and stressed, which has reduced turnover and increased employee satisfaction.

The upscale Ritz-Carlton group has established the Mystique technology program. Individual guests' preferences can be entered and accessed by employees. This system can track what individual clients' preferences are for types of rooms, service that they have experienced, and even personal allergies. To implement this system and its use, the firm held train-the-trainer conferences. Then those trainers spread out and conducted training for hotel managers, local and training managers, and marketing/guest relations managers.

However, training just existing employees can be too limited. So Ritz-Carlton and other chains have revised their new employee orientation training. Integrating job-related details and how to use the Mystique system with customers is now part of the on-boarding process for employees at all levels, including housekeepers, desk clerks, restaurant servers, supervisors, and managers. From these examples, it is evident that many hotels are investing significantly in training. The payoffs of the training are likely to be seen in more satisfied guests, better-performing employees, and increased organizational revenues and profits.

Questions

- a) If you were part of the Ritz-Carlton's training and development team, what issues would you emphasize in preparing and designing training for Ritz-Carlton's employees?
(04 Marks)
- b) Based on training and HRD process model, prepare the training plan for issues you emphasized in question (a).
(08 Marks)
- c) Identify how the effectiveness of Ritz-Carlton's Mystique program might be measured several years later?
(08 Marks)

(Total Marks - 20)

Q2

- a) Define the term “Human Resource Development” and explain the core functions of Human Resource Development.
(08 Marks)
- b) Describe at least **three (03)** ways the factors in the external environment influence employee behaviour. Illustrate your answer with suitable examples.
(08 Marks)
- c) Explain the Pygmalion effect with suitable example in the context of performance expectation.
(04 Marks)

(Total Marks – 20)

Q3

- a) Discuss the assumptions of Andragogy and Gerontology.
(04 Marks)
- b) Suppose you have been asked to perform a task analysis for the job of sales representatives in a company. Explain how you would conduct the task analysis for the job of sales representatives?
(08 Marks)
- c) Despite of needs assessment's importance, many organizations do not perform a needs assessment as frequently or as thoroughly as they might. Explain the reasons?
(08 Marks)

(Total Marks – 20)

Q4

- a) Using Feldman's three-stage model of organizational socialization, how would you *describe the way employees has been socialized into an organization?*
(08 Marks)
- b) Discuss the Kinlaw's approach of coaching with suitable example.
(04 Marks)
- c) Assume that, you are a restaurant manager who is conducting coaching discussion with one of your servers about the server's failure to complete store-closing operations before leaving for the night. You are requested to conduct coaching analysis to determine the

server's ability to fulfill the responsibility and overcome the obstacles. Discuss the you would follow to carry out the coaching analysis for the servers.

(08)

(Total Marks

Q5

- a) Explain the pros and cons of in-house-efforts and out-of-house employees' coaching programs.
- b) Discuss the Contemporary view of Career Development and explain how it differs from Traditional Career Development model?
- c) Discuss how coaching differs from mentoring? Explain your answer with an example.

(04)

(08)

(08)

(Total Marks