



MACHAKOS UNIVERSITY

University Examinations for 2020/2021 Academic Year

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION

THIRD YEAR FIRST SEMESTER EXAMINATION FOR

BACHELOR OF COMMERCE

BBA 309: TRAINING AND DEVELOPMENT

DATE: 10/8/2021

TIME: 8.30-10.30 AM

INSTRUCTIONS:

Answer question one and any other two questions.

QUESTION ONE (30 MARKS) (COMPULSORY)

SYSTEM FOR JELLY BELLY

Candy making is a fun business, and so it's no surprise that it's fun to work at the Jelly Belly Candy Company of Fairfield, California. But at this family-owned company, there's no fooling around when it comes to promoting employee performance and job satisfaction. So when Jelly Belly decided to overhaul and automate its antiquated employee performance and talent management process, it was looking for a serious solution to help give its employees across the United States fair, accurate performance appraisals.

Like almost every smart company, Jelly Belly recognizes that employees are more likely to stay with their employer when they feel connected and recognized for their efforts. Evaluation and performance management programs are critical to aligning corporate and employee values and priorities.

Challenge

Jelly Belly's search for a new employee performance and talent management system began several years ago, when two branches of the family business were reunited into a single company. One branch was using an outdated EPM software program. The other was doing its employee performance appraisals manually, using paper forms.

Having a variety of jelly bean flavors is great - a variety of employee appraisal processes in a single company is not. The task of updating and consolidating the performance management process fell to Margie Poulos, HR Manager of Jelly Belly's Midwest operations. She and a small team of Jelly

Belly HR staff were charged with finding a single automated system that could be used for all of Jelly Belly's 600 employees in three locations.

The driving factor behind Jelly Belly's performance management automation was the belief that thorough, accurate reviews help employees to better understand what's expected of them, so that they can set clear, measurable objectives. That translates into higher employee satisfaction, said Jeff Brown, Jelly Belly's Director of Human Resources. "When employees feel they have gotten a thorough and accurate review, it boosts their morale," Brown said. It also leads to improved talent management and employee retention, which management experts know is a key factor in corporate growth and market leadership.

Solution

To meet their strategic goals, Poulos and her team drew up a list of the criteria that a new system had to meet. Top on the list was ease of use. "We didn't want to end up with a system that is so complicated that the managers wouldn't use it," Poulos said. A new system also had to save time. Because employees were in multiple locations, it needed to be web-based for accessibility. And it had to be flexible, easily incorporating core competencies into different forms.

The committee selected Halogen eAppraisal, a web-based employee performance and talent management application from Halogen Software. "We liked the way it looked, and we really liked the user-friendliness of it. It's easy for the managers to use and it's customizable without overwhelming them," Poulos said. After two days of training by Halogen staff, four members of Jelly Belly's HR team set out to train the company's supervisors on the new system. About 50 managers received a crash course in using Halogen eAppraisal, and then used it to complete annual employee evaluations in May. Jelly Belly's HR team is now customizing the software to include more relevant competences and to respond to comments from managers and staff on the new system.

"The feedback has been really positive, from both managers and employees as well. Some staff said this was the best appraisal they've had," Poulos said, "They felt the evaluations were fair and realistic, and supervisors had the scope to provide more relevant and legitimate comments than they could before. Rather than just clicking on a bunch of canned comments, they were accurately reviewing the employee."

Results

The new automated employee performance appraisal system has completely formalized and organized Jelly Belly's employee evaluation process. "It allows us to standardize competencies across job classifications, add signature and comment sections to make our process more interactive, and increase accessibility for remote managers," Brown said.

The web-based product helps remote and traveling managers maintain access to the forms and the data they need to evaluate their staff. "In our old system, a few folks in Chicago would have access to the system. But we have managers in California with Chicago subordinates. It's important that

they can share the same forms across the board. And we have folks who are on the road a lot or are working out of home offices, so having them be able to access this is a huge point for us," Brown explained.

Organizing and automating the appraisal process results in performance appraisals that are more accurate and fair, Brown noted. "This is important because, after all, an employee appraisal is a legal document," he said.

The new system is also helping Jelly Belly track training requirements and development in its staff, Poulos added. "We've always had a separate training manual. Now we can go in to the evaluations and more easily monitor employees' skills development, see what training is needed by individuals and check the due dates for training and renewal. That makes it much easier for us to keep track," Poulos noted.

Required:

- a) Performance management is an important undertaking in every organization. Explain any five key principles that the management of Jelly Belly Candy Company must observe when undertaking performance management exercise. (5 marks)
- b) Justify performance appraisal exercise in organizations such as Jelly Belly Candy Company (5 marks)
- c) Explore the steps that Jelly Belly Candy Company could adopt to ensure effective performance appraisal process (10 marks)
- d) Discuss any three traditional and two modern appraisal methods that the management of Jelly Belly Candy Company could use. (10 marks)

QUESTION TWO (20 MARKS)

- a) As a human resource consultant, you have been requested to advise the HR department of a medium sized company engaged in manufacturing and marketing of consumer non-durable products to develop training and development programmes. Advise them on the steps that they should follow when preparing and implementing a training programme. (10 marks)
- b) Briefly explain to them the understudy and the case study methods of executive development, clearly outlining two advantages and two disadvantages in each case.(10 marks)

QUESTION THREE (20 MARKS)

Giving appropriate examples analyse the following theories of training and development

- a) Reinforcement theory. (10 marks)
- b) Social learning theory. (5 marks)
- c) Expectancy theory. (5 marks)

QUESTION FOUR (20 MARKS)

- a) Explain any four motivations for adult learning (4 marks)
- b) Discuss any eight principles of adult learning (12 marks)
- c) Career plateauing is one of the motivations towards adult learning. Highlight any *four* interventions that a line manager can adopt to rehabilitate ineffective plateaus. (4 marks)

QUESTION FIVE (20 MARKS)

- a) Career planning is a responsibility of many stake holders. Explain (6 marks)
- b) Discuss the key stages in individual career development cycle. (8 marks)
- c) Explore the key areas that need to be considered when implementing career management practice. (6 marks)