



MACHAKOS UNIVERSITY

University Examinations for 2019/2020 Academic Year

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION

THIRD YEAR FIRST SEMESTER EXAMINATION FOR

BACHELOR OF COMMERCE (HRM OPTION)

BBA 309: TRAINING AND DEVELOPMENT

DATE: 3/12/2019

TIME: 2.00-4.00 PM

INSTRUCTIONS:

Answer Question ONE and any other TWO Questions.

QUESTION ONE (30 MARKS)

PERFORMANCE APPRAISAL AT JELLY BELLY CANDY COMPANY

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 One branch was using an outdated performance management software program.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 makes it easier to retain valuable employees, 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.

Jelly Belly's selection committee looked at products from different software vendors. "We eliminated right away those that were geared to very large companies and those that were not web-based," Poulos said. "We also eliminated those that offered too many options for customization. It's one thing to offer options, but another thing when the product requires so much customization that it becomes overwhelming."

The committee selected Halogen Performance™, a web-based application for managing employee performance 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 Performance, 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 competencies 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.

Under Jelly Belly's old system, employees conducting reviews started from scratch once a year with new performance journals. Halogen Performance will let them log notes throughout the year and regularly update their on-line appraisals. Employees use one consistent employee evaluation form to add comments and to sign their appraisals.

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.

The new employee performance and talent management system has proven to be a big time-saver for Jelly Belly's HR team. "Since this year was the first time using the new system, it took us a little longer than it will next year. But the process was a whole lot faster," Poulos said. "It has already saved us a lot of time, and we got everybody's appraisals done in one shot." The new system is also helping Jelly Belly to better align employee goals with the company's business objectives. And for one of America's best-known candy companies, it doesn't get any sweeter than that.

Required

- a) The task of updating and consolidating the performance management process fell to Margie Poulos, the HR Manager. Outline any five features of a good performance management system that she should ensure when developing the programme. (5 marks)
- b) As Margie Poulos, HR Manager noted, performance management is a process. Discuss this assertion. (10 marks)
- c) Identify and explain five characteristics of a good appraisal system exhibited by Jelly Belly appraisal system. (5 marks)
- d) Jelly Belly appraisal system seems properly crafted to avoid rating errors. Giving appropriate examples, analyse any five errors that an appraiser can commit when undertaking the exercise. (10 marks)

QUESTION TWO (20 MARKS)

- a) Training in an organization is a derived activity. Substantiate this statement (10 marks)
- b) Discuss any five types of training that an organization can undertake. (10 marks)

QUESTION THREE (20 MARKS)

- a) Career planning is the responsibility of a number of stakeholders. Identify each stakeholder and their responsibilities in this exercise. (10 marks)
- b) One of the roles of human resource practitioners is to guide employees on career pathing to avoid career plateauing.
 - i. Discuss the basic steps in this undertaking. (6 marks)
 - ii. Explain any four interventions that can help rehabilitate ineffective plateaus. (4 marks)

QUESTION FOUR (20 MARKS)

- a) Analyse any five methods that an organization can use to develop its managerial staff. (10 marks)
- b) Argue for and against management development. (10 marks)

QUESTION FIVE (20 MARKS)

- a) Discuss any four theories of adult learning. (8 marks)
- b) Explain eight principles of adult learning. (12 marks)