THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF MANAGEMENT STUDIES
MASTER OF BUSINESS ADMINISTRATION IN HUMAN RESOURCE MANAGEMENT
FINAL EXAMINATION – SEMESTER I - JANUARY 2024
MCP2137 / MSP9337 / HRP9337 – HUMAN RESOURCE DEVELOPMENT
DURATION – THREE (03) HOURS

Date: 02.02.2024 **Time:2.00 p.m. – 5.00 p.m.**

Instructions

Answer the first question (Compulsory Question) and any FOUR (04) questions from others.

Question 1 - Compulsory Question

Talent shortages in sales and marketing are a huge threat to an organization such as Toyota (GB). As the executive distributor of Toyota and Lexus vehicles in the UK, these two functions represent significant and mission-critical components of Toyota (GB)'s workforce. And yet, thanks to outstanding internal succession planning and a remarkable talent management strategy, Toyota (GB) is thriving. Focusing on development from within and giving employees the ability to move laterally gives the automotive sales and marketing company a unique opportunity to stretch and spread experience across the organization. Jessica Portman, Senior Manager, People Experience and Partnering, speaks with on how Toyota (GB) has created an internal talent engine.

To prioritize roles that are eligible for succession planning, Toyota (GB) begins by determining the true commercial impact if the role was vacant for a long period. The People and Workplace Experience team then layer the availability of the skills and candidates within the organization. "What development would someone need to fill the role? We start to build out specific development plans and have honest conversations with people about whether they'd be interested in the position. We'd never just assume it's something they'd want to do."

Identifying potential successors and candidates for progression requires a careful review process. Toyota (GB)'s review process is a calibration of performance, including feedback from the management level, to generate a rounded view of performance. Employees are scored against a six-competency framework

including collaboration, coaching, and conscious inclusion amongst others. People Alignment Forums then check the rating. Portman elaborates:

"We have People Alignment Forums. Each division has its own meeting. It's important to obtain rounded feedback, as we all work in a wider team. Hence our people are encouraged to comment and give views on performance and development. "Once we have rated an individual in terms of their competencies, the division comes together to look at the ratings and ensure it is evidence-based and share any wider feedback.

"This allows the Management team to make a change where applicable, as well as adjust their ratings with other managers to ensure the manager has applied the review process fairly and consistently."

Beyond this rating, Toyota (GB) has curated a potential model which it uses at all levels of the business. This gives employees a potential rating and timeline about how likely or ready they are to move to the next level. But it isn't always about a promotion. Toyota (GB) works with each employee to develop their potential, from stretching their current role to a lateral move to a more complex role. This review process therefore not only highlights if the individual is well-placed to step into future vacant roles, but also focuses on areas for development.

Talent (and succession planning) is always on the agenda when Toyota (GB)'s People Business Partners meet with its senior leadership team each month. However, more formally, the succession planning process follows the annual review process. "This formalizes the next moves," Portman notes. "We discuss who might be the right backfill. The end goal is to have a robust and clear overview of where people might be moving next and who's been identified for any business-critical roles."

The role of the People team is not just to facilitate this process or produce the necessary data and documents. It also adds value and challenges decisions through its knowledge of the business and its talent strategies.

"As the industry evolves at pace, what we need today might not be what we need tomorrow. But we are confident in the abilities and the adaptability of our people."

Adopted from: How Toyota (GB) drives low attrition in marketing and sales with formalized succession planning by HRD Connect | Case Studies.

Question 1 (Compulsory Question)

1. Explain how Toyota (GB) has created an internal talent engine in developing the human capital by providing Human Resource Development practices from the case study.

(20 Marks)

2. Elaborate how HRD practices were interdependent and integrated with the other Human Resource Management functions of Toyota (GB) in implementation of the talent management strategies.

(20 Marks)

(40 Marks)

Question 2

Human Resource Development is the integrated use of training and development, career development, and organization development to improve individual and organizational effectiveness. Justify the increased emphasis on the investment in human capital through HRD from a strategic perspective.

(15 Marks)

Question 3

"Practices of Counseling, Mentoring and Coaching involves a massive element of organizational culture reflected in high performing organizations. It's encouraged as an approach to support and invest in others by helping and developing another". Elaborate how these contribute towards higher employee performance through examples.

(15 Marks)

Question 4

"Focusing on strong values revolving around knowledge creation and sharing is one of the major sources of competitive advantage'. Explain how knowledge and knowledge workers remain at the heart of competitive advantage through the convergence of HRD and knowledge Management practices.

(15 Marks)

Question 5

An integrated approach for Training and Development involves training needs assessment, performance appraisal and mentoring for bridging performance gaps in organizations. Explain these three concepts focusing on the relationship among those.

(15 Marks)

Question 6

Explain the importance of Adult Learning for HRD and elaborate on how to apply principles of adult learning in designing and implementing a HRD programme for Management Trainees in a selected commercial bank in Sri Lanka. (15 Marks)

(Total Marks 100)

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