



UNIVERSITY EXAMINATIONS: 2013/2014
EXAMINATION FOR THE MASTER OF BUSINESS ADMINISTRATION
(MBA) HUMAN RESOURCE MANAGEMENT
HRM 507 HUMAN CAPITAL DEVELOPMENT (WEEKEND)

DATE: APRIL, 2014

TIME: 3 HOURS

INSTRUCTIONS: Answer Question One and Any Other Three Questions

QUESTION ONE

Fifth Third Bank case study

Fifth Third is a diversified financial services company headquartered in Cincinnati, Ohio. The company has \$81 billion in assets and operates 17 affiliates with 930 full-service Banking Centers. These include 132 Bank Mart locations open seven days a week inside select grocery stores, and 1,875 Jeanie ATMs in Ohio, Kentucky, Indiana, Michigan, Illinois, Florida, Tennessee and West Virginia. Fifth Third operates four primary lines of business: Retail, Commercial, Investment Services and Fifth Third Processing Solutions. The bank has consistently maintained strong credit quality, and, over a 20-year period, shares of its stock have outperformed others over the past five years, Fifth Third has grown from 4,000 to about 20,000 employees through numerous acquisitions in the Midwestern and Southeastern United States. As the company grew in size and geography, it relied on a decentralized organizational structure to keep staff close to customers and support an aggressive, sales- and service-oriented culture.

To maintain this strong customer focus in the face of such rapid growth, Fifth Third also had to find new ways to disseminate knowledge across the organization as efficiently and effectively as possible. Fifth Third had three important business requirements that led to the creation of a Human Capital Management initiative:

Fifth Third needed to be able to bring employees in newly acquired banks up to speed quickly on Fifth Third's financial products and services to maintain sales momentum, respond to a rapidly changing marketplace, and ensure consistent knowledge, culture, and best practices across units.

Fifth Third had to quickly and efficiently ensure that its employees were in compliance with regulations, including Patriot Act and Sarbanes-Oxley Act, in order to reduce risks associated with non-compliance.

Fifth Third wanted to reduce administrative costs associated with managing learning across a decentralized, geographically dispersed area, and eliminate inconsistent processes and procedures within individual branches and units. Fifth Third believed that getting the organization to adopt e-learning would contribute significantly to both of those goals.

Fifth Third chose Saba because of its ability to quickly and efficiently deliver e-learning to Fifth Third's 20,000 employees following the bank's rapid expansion. Contributing to the decision was the responsiveness and attentiveness of Saba sales and technical teams in fitting the proposed solution to Fifth Third's requirements. Implementation began in early January 2002, and Saba went "live" in early May. Using Saba, Fifth Third was able to adopt one system to develop, acquire, deliver, test and administer all of its e-learning content across its four lines of business and 17 affiliate organizations a significant achievement.

At the same time, individual employees have a personalized view of learning information based on their affiliate organization. Saba also enabled Fifth Third to more rapidly integrate newly acquired employees and provide them with knowledge of new and existing financial products in support of the bank's sales and service focus.

Fifth Third initially delivered online content primarily on product knowledge, because employees' motivation would be higher as they familiarized themselves with the new experience of e-learning. As the benefits of the Saba solution became clear in terms of effectiveness, time and flexibility, Fifth Third began to roll out more content related to internal operational processes and new financial institution regulations. The Saba system has enabled Fifth Third to leverage externally developed content such as regulatory information, and to create its own proprietary content, using Saba Publisher. Implementing Saba has yielded positive results in terms of sales and compliance-related objectives. For example, Fifth Third rolled out a complex new financial product to its sales employees in a four-module e-learning course, with no other training available. Those who completed all four modules were able to sell 100% more units than those who did not.

On the operations side, Fifth Third had to make changes to its account reconciliation process, and was

able to train and test 900 employees across multiple locations within one week. “We never could have done that via teleconference to the level we needed and ensure that the learning occurred,” said Eric Bowling, Vice President, Infrastructure and Delivery, Learning, Talent, and Organization Effectiveness at Fifth Third. “With Saba we were able to deploy learning very quickly and ensure that we had a testing protocol in place with very little administration involved and the feedback from our employees was incredible.”

Bowling said Saba had also reduced administrative costs significantly, with one employee saying it had reduced administrative time by 50%. The administrative time that the education team is saving is giving them more time to develop content and to work directly with employees.

According to Bowling, Fifth Third’s success implementing Saba was due not only to the capabilities of the solution itself, but also to the fact that the business needs of the organization were defined up front. Fifth Third knew what it wanted from the system, and implemented it accordingly in realistic, achievable steps. In addition, internal constituencies supported the implementation and worked together during the deployment. Representatives from senior management, various lines of business and IT staff all contributed to the success of the initiative.

Required:

- (a) In not less than two hundred and not more than two hundred and fifty words discuss what the case study is emphasizing on. (10 Marks)
- (b) Organizations must train their employees in order to gain a competitive advantage. Explain the pressure points for training in relation to the above case (15 Marks)
- (c) As a human resource management expert, explain the elements of learning organization that have been exhibited in the case above (6 Marks)

QUESTION TWO

- (a) The world is becoming a global village where organizations are struggling to compete. Explain the drivers of globalization. (9 Marks)
- (b) Organizations have a role to play in order to deal with global challenges. As a human resource director in an organization explain the roles of organization (14 Marks)

QUESTION THREE

- (a) Employees who are regarded as assets for an organization must be developed so that they can be useful to those organizations. Explain the benefits of employee development. (15 Marks)

- (b) Unlike in the past, the current human resource functions are changing. Identify and explain how these functions are changing. (8 Marks)

QUESTION FOUR

- (a) Explain and show how you can use the various employee development approaches in improving organizational performance. (12 Marks)
- (b) Assume that you are a human development director and you have decided to develop employee. Explain and show how you will use job experience on your employees. (11 Marks)

QUESTION FIVE

- (a) As a training practitioner, explain the factors that affect learning in a training program. (12 Marks)
- (b) Personality factors are very critical in learning. Discuss and show how personality factors promote effective learning (11 Marks)

QUESTION SIX

- (a) Management has a key role to play in a learning organization. Explain any nine management roles in a learning organization (9 Marks)
- (b) Assume that you have been recruited as a human resource director of an organization that wants to transform itself into a learning organization. Explain the guidelines for becoming a learning organization (14 Marks)