



MILLIONS

MANAGEMENT SOLUTIONS

Pelatihan dan Pengembangan

SDM

EXERCISE

UAS

2014

Soal 1 (20%)

Case: *Cisco Systems Account Managers Are Too Busy for Training*

Cisco Systems of San Jose, California, helps people make connections in business, education, philanthropy, or creativity. Cisco hardware, software, and service offerings are used to create the Internet solutions that make networks possible—providing easy access to information anywhere, at any time. Cisco's account managers are the company's frontline sales force. A needs assessment found that account managers were concerned because learning content was not being delivered to them in a way that fit their work patterns or learning styles. Because account managers spend a lot of time traveling, they wanted to get on the Internet, find what they needed, and get out again. They preferred not to sit in front of a personal computer for a long e-learning course.

As a result, Cisco is creating the Account Manager Learning Environment (AMLE). The AMLE

is intended to be a development tool and performance support system based on four business objectives: increase sales, increase revenue, increase speed at which account managers become competent in a topic, and reduce travel and costs. Cisco's goal in developing the AMLE is to create a learning environment that will motivate account managers to use it.

What new technology training methods would you recommend including in Cisco's AMLE? Why? Discuss the knowledge, skills, behavior, or competencies that your training method(s) would focus on.

Source: Based on M. DeJahoussaye and R. Zemke, "Ten Things We Know for Sure About Learning On-line," *Training* (September 2001): 48–59; P. Galayan, "Delta force," *T + D* (July 2002): 21–28.

Pertanyaan:

- Metode teknologi pelatihan seperti apa yang anda sarankan terkait Cisco's AMLE? Jelaskan alasannya (10%)
- Jelaskan juga mengenai pengetahuan, ketrampilan, perilaku atau kompetensi apa saja yang akan dicapai melalui metode pelatihan yang akan anda fokuskan? Berikan argumentasinya (10%)

Soal 2 (35%)

Case: *Melting the Glass Ceiling for Accountants*

In the accounting profession, both men and women have excellent career opportunities with major firms. However, in a classic case of the glass ceiling, women make up half of the entry-level jobs but just one-fifth of most firms' partners. Firms are concerned because they want to find and keep the best people, regardless of their gender. Also, experienced accountants are retiring while the demand for accounting services is rising. Firms need to find and keep the best employees.

Ernst & Young has found that attractive career paths can help retain female accountants. Many female accountants are juggling work with the need to care for elderly parents or children, putting them at a potential disadvantage compared to their male counterparts who may be on the management fast track. Traditionally firms have avoided assigning top clients to accountants who want to limit their hours. Ernst & Young has been defining career opportunities more flexibly, offering reduced schedules, flexible hours, and telecommuting. To help ensure that these career opportunities are as interesting as those offered to employees on traditional schedules and to ensure that assignments given to high-potential women and minorities include top clients, Ernst & Young has established leadership teams.

The firm makes a special effort to develop female and minority employees identified as having high-potential. Members of the executive board are assigned to serve as mentors to high-potential employees. The mentors offer the wisdom of their experience but also help make the women and minority candidates more visible when the firm is looking for candidates to take on important assignments. Ernst & Young has taken steps to ensure that

the firm's partners, usually males, are comfortable mentoring female accountants. The senior partner in charge of the firm's gender-equity strategy helps the partners develop in the mentoring role. For example, she advises partners to invite women along to meetings, rather than expecting them to speak up and ask to attend. She encourages the partners to be direct if they have to provide negative feedback to their female protégés. She also helps uncover the unspoken expectations of the mentors. In one situation, a manager had more talented women available than openings for partner. He didn't offer transfers to some of the women because he admitted that he assumed the women's husbands would object to moving. She suggested he let the candidates address those concerns themselves. The manager tried and reported that he had a win-win situation: a new senior manager who was delighted to relocate and pursue a career that offered a future as a partner.

Why is breaking the glass ceiling an important business issue for Ernst & Young? Which approach to development does Ernst & Young use to address the challenge of the glass ceiling? What recommendations would you give Ernst & Young to help it ensure that its mentoring program for high-potential employees is successful?

Sources: Based on C. Hymowitz, "Coaching Men on Mentoring Women Is Ernst & Young Partner's Mission," *The Wall Street Journal* (June 14, 2007), <http://online.wsj.com>; "Leadership Drivers," *Training* (June 1, 2007); J. Cavaluzzi, "Women Are Not on Par(tner) with Male Colleagues," *Crain's New York Business* (September 14, 2007); "Accounting for Good People: Talent Management," *Economist* (July 21, 2007).

Pertanyaan

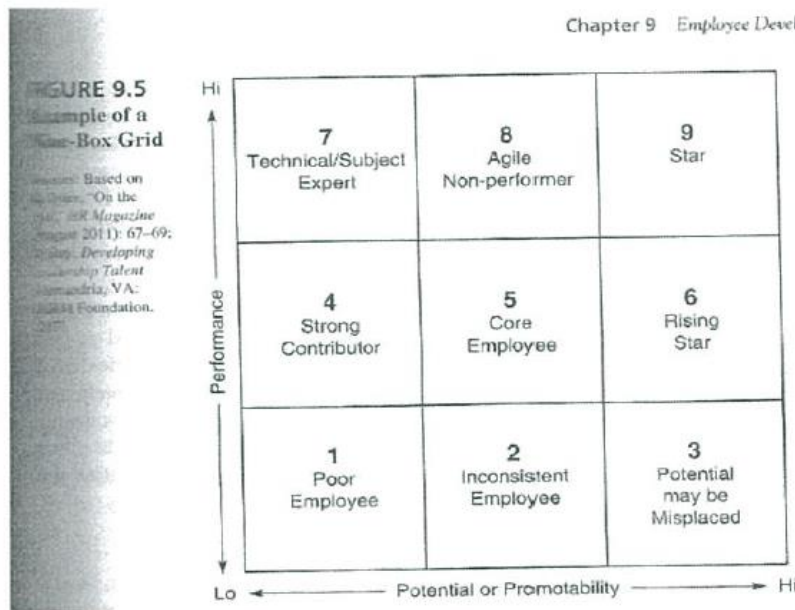
- Mengapa meminimalisir problema *glass ceiling* menjadi isu bisnis yang penting di Ernst & Young (EY)? (10%)
- Pendekatan pengembangan seperti apakah yang dapat dilakukan EY dalam mengatasi *glass ceiling*? (10%)
- Rekomendasi apakah yang dapat anda usulkan kepada EY untuk membantu memastikan bahwa program mentoring untuk karyawan *high-potential* berjalan dengan sukses? Sertakan alasannya (15%)

Soal 3 (20%)

VenusMars financial yang merupakan perusahaan asuransi jiwa dengan 1500 karyawan yang berpusat di Columbus, Ohio menggunakan *nine box grid* untuk melakukan *sucession review*.

Jelaskan dan berikan rekomendasi anda tipe rencana pengembangan dan aktivitas apa saja yang akan anda rekomendasikan untuk kategori "*solid but not outstanding performers with high leadership potential*"? apa yang akan membedakan program pengembangan ini nantinya dengan kategori karyawan dengan "*high potential-high performers (stars)*"? jelaskan dengan komprehensif (baca ilustrasinya, analisis dan rekomendasi sesuaikan dengan case-nya)

Gbr 1- 9 box grid (Human asset value matrix)



Sumber gbr: Noe, Raymond. Employee Training and Development ch 9. 6ed

Soal 4 (25%)

- a. Apa keterkaitan antara *career planning*, *career path*, *career development* dan *career goals*? Berikan ilustrasi yang mendukung jawaban anda (10%)
- b. Jelaskan bagaimana teknologi telah merubah "*learning environment*"! jenis *learning outcomes* yang seperti apakah yang cocok untuk menggunakan *mobile learning*? Jelaskan (10%)
- c. Apa saja potensi masalah yang mungkin timbul ketika menggunakan *virtual reality* dalam *training*? (5%)