

QUESTION ONE

Read the case study below and answer questions that follow.

Motorola, the USA-based major multinational manufacturer of, among other things, mobile phones, established a large plant in a town in a European country. This town was in an area recovering from the decline of traditional manufacturing industries. At its inception the plant was employing around 3000 people manufacturing mobile phones. Local people thought this was an industry of the future, part of a new high-technology knowledge economy. Consistent with its reputation as a leading innovator and employer of excellence, Motorola invested heavily in training and development, with some of the best systems, facilities and training professionals in the country. The plant was very successful, and consistently more productive than other European plants. Yet when economic troubles hit the electronics and telecom sectors in 2001 the company had to review its operations. It accepted that the plant in this town was efficient, with a loyal and skilled workforce. But it elected to close it in favour of retaining European production at another plant in a different country. Although the plant had a model skilled workforce, other factors entered the equation, and the net result was total closure. This large, single job loss was just like those the town had experienced with the loss of the old manufacturing industries.

- (i) What you think were the probable reasons that contributed to the very success of the more productive than other European plants **(10 marks)**
- (ii) If you're an entrepreneur who wants to establish a Mobile shop, what are some of the factors you would consider in establishing one in Bungoma Town? **(10 marks)**
- (iii) Give justifications for Motorola investing heavily in training and development, with some of the best systems, facilities and training professionals in the country **(10 marks)**
- (iv) Although the plant had a model skilled workforce, other factors entered the equation, and the net result was total closure. What do you think were the reasons that lead to the collapse of the Company? **(10 marks)**

QUESTION TWO

- (a) I. Explain the need of designing a training programme **(4 marks)**
II. Outline Four elements of a training programme **(4 marks)**
- (b) How will you apply Gagne's Model to a training situation to improve training effectiveness of Kibabii employees **(12 marks)**

QUESTION THREE

- (a) As a Human Resource Management Consultant you have been invited by the Training Manager of Mumias Sugar Company Ltd to give a speech on how to determine the training needs in various organisational situations. Outline how you will determine the training needs including the main points on the types of analysis involved **(10 marks)**

(b) Describe the importance of aligning human resource development issues with key organizational objectives and goals in a company like Mumias Sugar Company Limited **(10 marks)**.

QUESTION FOUR

- a) Describe the principles which should be embedded within the design of a training program to improve its effectiveness **(10 marks)**
- b) You have been appointed as Training and Development Manager of a highly competitive company which operates in East and Central Africa. The Board of Directors decided that you train all the employees on various issues involved with outsourcing as the training function. What will be your **FIVE** key points contained in your speech **(10 marks)**.

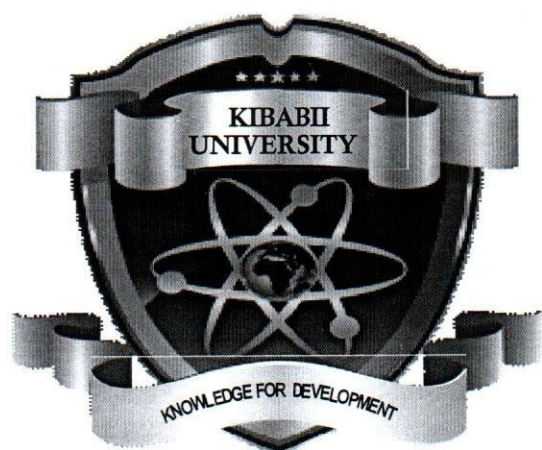
QUESTION FIVE

- a) Explain why it is important to effectively position the training function within an organization **(10 marks)**
- b) Describe the specific challenges associated with using technology and e-learning effectively, whether on or off the job **(10 marks)**

QUESTION SIX

- a) Explain why evaluation is a very important component of the training cycle **(10 marks)**
- b) Briefly give an overview on the emergence of Human Resource Development, clearly highlighting the key points **(10 marks)**

KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS
2015/2016 ACADEMIC YEAR
FIRST YEAR SECOND SEMESTER
FOR THE MASTER OF SCIENCE IN HUMAN RESOURCE
MANAGEMENT

COURSE CODE: HRM 803

COURSE TITLE: HUMAN RESOURCE DEVELOPMENT
TIME: 3 HOURS

DATE: 10th MAY 2016 TIME: 2.00PM

INSTRUCTIONS TO CANDIDATES

Answer **QUESTION ONE** and any other **THREE** questions