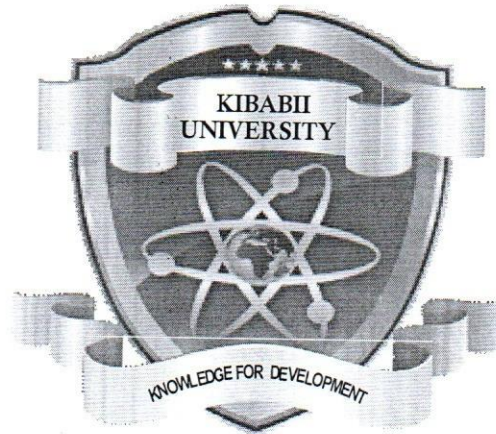# KIBABII UNIVERSITY

UNIVERSITY EXAMINATIONS

SPECIAL/SUPPLEMENTARY EXAMINATION

2017/2018 ACADEMIC YEAR

FIRST YEAR FIRST SEMESTER

FOR THE DEGREE OF MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT

COURSE CODE: HRM 803

COURSE TITLE: HUMAN RESOURCE DEVELOPMENT

DATE: 04/10/2018   **TIME: 3 – 6PM**

INSTRUCTIONS TO CANDIDATES

- Answer question **ONE** (compulsory) and any other **THREE** questions
- Question **ONE** attracts 40 marks
- Time allowed is **THREE** hours
- All other questions attract equal marks (**20 marks**)

QUESTION ONE

(a) Write short notes on any of the **Five (5)** Concepts (**20 marks**):

    (i)   Developing training programme

    (ii)   Implementing training programme

    (iii)   Evaluating training programme

    (iv)   Management development

    (v)   Career management

    (vi)   Methods of training

(b) How could a manager use Pipe and Mager's flow diagram to identify training opportunities?

(10 marks)

(a) Describe the specific challenges associated with using technology and e-learning effectively, whether on or off the job **(10 marks)**

QUESTION TWO

(a) Develop a competency profile for a job, differentiating among knowledge, skill and attitudinal requirements (**10 marks**)

(b) How could the training programs be linked with organizational strategy? **(10 marks)**

QUESTION THREE

    (a) Assess strengths and weaknesses associated with common evaluation frameworks. **(10 marks)**

    (b) Describe the importance of costing training and development programs from both short and long term perspectives **(10 marks)**

QUESTION FOUR

(a) Explain the **FIVE** factors which affect effective program design (10 marks)

(b) Describe the process of transfer of training **(10 marks)**

QUESTION FIVE

    a) Define the concept of needs analysis **(2 marks)**

    b) Describe why needs analysis should be done (**2 marks**)

    c) Describe the three levels (individual, job, organizational) at which needs analysis should occur **(6 marks)**

d) Describe a model approach for assessing the impact of a training program on organizational effectiveness **(10 marks)**

QUESTION SIX

a) Explain why it is important to effectively position the training function within an organization **(10 marks)**

b) Develop a competency profile for a job, differentiating among knowledge, skill and attitudinal requirements **(10 marks)**