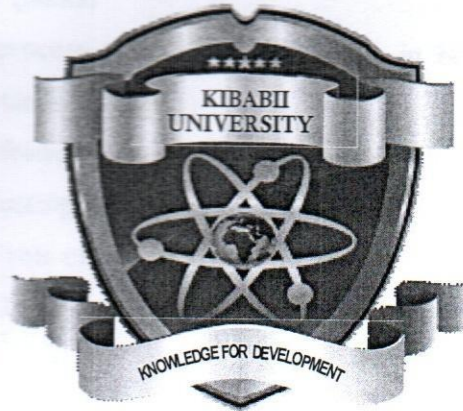


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# KIBABII UNIVERSITY



## UNIVERSITY EXAMINATIONS SPECIAL/SUPPLEMENTARY EXAMS

2019/2020 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: 01/02/2020

TIME: 8.00 – 10.00AM

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### INSTRUCTIONS TO CANDIDATES

Answer Question ONE (compulsory) and ANY OTHER THREE questions

### QUESTION ONE

- (a) Define the terms *career planning*, *career development* and *career management* as used in HRD (6mks)
- (b) Learning is a process which leads to change in behaviour and has certain outcomes. Substantiate (10mks)
- (c) As an HRD professional, elaborate on the steps your organization should involve in conducting a training programme in a systematic manner (12mks)
- (d) Expound on the role of the employee, manager and the employer in career development (12mks)

### QUESTION TWO

- (a) Explain the various methods employed in conducting a needs analysis (10mks)
- (b) Employee development prepares employees to help organizations meet their goals. Elaborate on the various approaches to employee development (10mks)

### QUESTION THREE

- (a) Examine THREE theories that explain how employees are able to apply their knowledge and skills learned in a training session back to their jobs (12mks)
- (b) Showcase how HRD professionals can evaluate the success of a training program (8mks)

### QUESTION THREE

- (a) Learning is key in any organization and seeks to create a relatively permanent change of behaviour. Expound on the various approaches to learning (12mks)
- (b) discuss the various classroom training methods than can effectively be utilized by organizations to build the expertise of their employees (8mks)

### QUESTION FOUR

- (a) Examine the relationship between performance appraisal and training and development (10mks)
- (b) Expound on the principles of adult learning theory (10mks)

### QUESTION FIVE

- (a) Basing your arguments on the provisions of the cognitive theory of transfer, explain how organizations can ensure an increased likelihood of transfer of training and the major obstacles to transfer (10mks)
- (b) Explain how to assess the need for training (10mks)