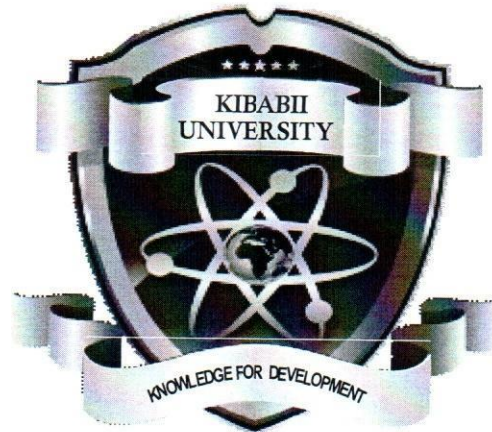


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# KIBABII UNIVERSITY



**UNIVERSITY EXAMINATIONS**

**MAIN EXAMINATION**

**2021/2022 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: 03/06/2022**

**TIME: 2.00PM – 5.00PM**

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## **INSTRUCTIONS TO CANDIDATES**

- ANSWER QUESTION **ONE** (COMPULSORY) AND ANY OTHER **THREE** QUESTIONS
- QUESTION **ONE** ATTRACTS **40 MARKS**
- ALL OTHER QUESTIONS ATTRACT EQUAL MARKS **20 MARKS**
- TIME ALLOWED IS **THREE** HOURS

## SECTION A

### QUESTION ONE

#### ENGAGING SENIOR MANAGEMENT

Proper training is one of the most important tools in maintaining a successful Occupational Health and Safety (OHS) program. Without training, all the company's policies and procedures are just words on paper. Unfortunately, not everyone feels the same way. Training can often be viewed as a burden to the employer, and in many cases, will only be done because they have to do with it. How often have you heard this phrase, "We just don't have time to do it"? On the list of priorities, it's often near the bottom, but when it comes to cutbacks, it's always near the top. Getting everyone to do the training can sometimes feel daunting, and getting all the managers engaged is not always easy.

Required:

Using examples from the text answer the following questions

1. a) Make a list of different challenges experienced in organizations in order to promote training  
(10 marks)
- b) Discuss different methods used in engaging management towards training and share your top FIVE strategies  
(10 marks)
2. a) In what ways should ways should Senior Management be involved in the program?  
(10 marks)
- b. What are the benefits of having Senior Management involved in the program (10 marks)

## **SECTION B**

### **QUESTION TWO**

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

### **QUESTION THREE**

- a) Define the concept of needs analysis (5 marks)
- b) Describe why needs analysis should be done (5 marks)
- c) Describe the three levels (individual, job, organizational) at which needs analysis should occur (5 marks)
- d) Explain why it is important to effectively position the training function within an organization (5 marks)

### **QUESTION FOUR**

- a) Assess strengths and weaknesses associated with common evaluation frameworks (10 marks)
- b) Explain the concept of career in the context of career development perspective (5 marks)
- c) Discuss various individual and organizational strategies for career development (5 marks)

## QUESTION FIVE

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