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KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

2021/2022 ACADEMIC YEAR FOURTH YEAR FIRST SEMESTER MAIN EXAMINATION

FOR THE DEGREE OF BACHELOR OF COMMERCE

COURSE CODE: BCH 411

**COURSE TITLE: PERSONNEL TRAINING AND
DEVELOPMENT**

DATE: 17/05/2022 TIME: 9.00AM – 11.00AM

INSTRUCTION TO CANDIDATES

- 1) The paper contains **FIVE** questions
- 2) Attempt **THREE** questions
- 3) Question **ONE** is Compulsory

TIME: 2 Hours

KIBU observes ZERO tolerance to examination cheating

QUESTION ONE (COMPULSORY)

Read the following case study and answer the questions that follow.

Baines International, a manufacturer of baby products is a multinational company and was incorporated in Germany in 1950. After 40 years of successful operation in Europe, the company decided to venture into the African market by opening a branch in South Africa and Kenya. The branch in Kenya was opened in Nairobi in 1990. The decision to open a branch in Nairobi was inspired by the great market potential in Kenya. The first few years of operations in Kenya was very successful for the company using its superior technology, management and marketing skills. The company was able to capture a large market share and became a market leader in baby powder, soap and lotion. The entry of many competitors after the liberalization of the Kenyan market made the company less competitive and it could no longer retain its 80% market share. In an attempt to regain its market share in a liberalized economy, the top management of Baines Kenya branch resolved to adopt an aggressive marketing by establishing distribution networks throughout the country. There was also need to train distributors throughout the country. There was also need to train distributors throughout the country to handle the company's products more effectively. The management of Baines Company also decided to undertake quality improvement throughout the organization by adopting Total Quality training for all its entire staff worldwide. The company's top management resolved to train the technical personnel and managers at the company's headquarters in Germany and other European countries offering high quality training. As there training arrangements continued, it was realized that the company's market share had fallen drastically. The company started experiencing cash flow problems and as a result, it could no longer be in a position to realize its ambitious training for its employees abroad. A crucial top management meeting of Baines Kenya remarked "a crisis is looming and some contingency training plans must be implemented immediately if the company has to survive the competition. Training locally could be an alternative which must be explores." The training manager soon resorted to planning and developing of training programmes to be implemented using local resources and to reduce the cost of training On the job training programmes were developed where it was proposed that programmes instructions method be used. This raised the company's hope of realizing its training dreams and capturing a significant position of its market share lost to competitors. The implementation of these programmes slightly improved the company's performance but not as much as it was initially expected when the company implements its plan of training personnel abroad.

Required:

- (a) Explain the circumstances which necessitated the introduction of the new training programmes by Baines international Kenya. (10 marks)
- (b) Explain the constraints faced by Baines international Kenya in carrying out training of its staff. (10 marks)
- (c) Identify and explain effectiveness of the training methods used in the case. (10 marks)

QUESTION TWO

- a) The management cycle provides a framework for career development practice. Each of the steps in the management cycle corresponds the career development strategies that help both management and employees maximize career growth. Name and explain these steps. (10 marks)
- b) In developing a training design the HR manager must identify the appropriate teaching and learning aids. Discuss the different teaching aids a trainer can utilize, highlighting their merits and demerits. (10 marks)

QUESTION THREE

- a) Describe the process of management development in an organization. (10 marks)
- b) "Training programmes are helpful to avoid human resource obsolescence." Illustrate (10 marks)

QUESTION FOUR

- a) Suppose you are going to redesign an integrated Human Resource Development system for your – organization. Identify some principles which you should keep in mind regarding focus, structure and functioning of such a system. (10 marks)
- b) Elaborate on the competency based management development and discuss the various methods involved. (10 marks)

QUESTION FIVE

- a) Training is intended to influence knowledge, skills and attitudes of trainees, yet many employees fail to make an impact or effect change in their organizations after training; Explain ways to plan for effective training in an organization. (10 marks)
- b) Discuss the importance of career development and the parties responsible for career development in an organization. (10 marks)