



**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: 28/01/2022 TIME: 2.00PM – 4.00PM

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

The management of XL Ltd was suspicious about the behaviour of certain factory workers whom they suspected of being under the influence of either drugs or alcohol. During the past seven months, three employees who were allegedly using drugs on duty were dismissed by management immediately. This was a concern, because it led to serious conflict between management and employees in the workplace, lower productivity, and low morale amongst the workforce. The three dismissed workers submitted written statements to the union claiming that they did not use drugs while on duty. The company met with the union through the workplace forum and was requested to reinstate the three employees. XL Ltd had no policy in place, a formal disciplinary hearing regarding their dismissal was not held, and there was no evidence provided by the company as reasons for their dismissal.

Questions

- a) From HR perspective, do you think there is a need of training to both employees and top management? if so, explain the benefits of training to an organization (10 marks)
- b) Describe the best methods of training to be used at XL Ltd. (10 marks)
- c) Explain the differences between training and development (10 marks)

QUESTION TWO

- a) The present time is the age of change and technology has become the most important harbinger of the change process. In order to remain competitive, people have to learn newer skills and keep themselves updated. Discuss the process of designing programme. (10 marks)
- b) Describe why identification of training needs is necessary in any organization (10 marks)

QUESTION THREE

- a) The overall aim of any training programme is to increase organizational effectiveness. Discuss (10 marks)
- b) Describe the advantages of having in-house training center (10 marks)

QUESTION FOUR

- a) From the operational angle, discuss the activities that have to be undertaken to conduct a training programme. (10 marks)
- b) Discuss essentials of a good training (10 marks)

QUESTION FIVE

- a) Describe the characteristics of a learning organization (10 marks)
- b) Senge (2006) suggested that the discipline of the learning organizations as based on five converging strategies or theories. Discuss (10 marks)