

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS
**THIRD YEAR EXAMINATION FOR THE AWARD OF DEGREE OF
BACHELOR OF COMMERCE**
BCOM 354: HUMAN RESOURCE DEVELOPMENT
STREAMS: BCOM Y3S1
TIME: 2 HOURS
DAY/DATE: MONDAY 10/12/2018
8.30 AM – 10.30 AM

INSTRUCTIONS:

- **Answer Question One and Two others**
- **Candidates are advised not to write on the question paper**

Question One

Tamu Hotels, a small fast food chain that specializes in fast foods with 25 outlets in rift Valley has been experiencing a number of challenges. The chain has committed to opening one new branch per month for 24 months – the size will double in two years. Cashiers and waiters turnover is over 60%. Currently, hotel managers barely have the time to interview cashiers and waiters, let alone train them. They are begging for help in recruitment and training for cashiers and waiters. Of the 40% cashiers and waiters who remain, most feel promotions go to those with connections in high places. They feel they are the “Work-horses” who hold the hotel chain together. Some have whispered that most employees belong to the HR manager’s ethnic community. New managers are promoted from within. The average age of managers is 27. The CEO does training for new hotel managers on an as-needed basis. Two years ago, a manual was developed on how to run and manage a hotel. It needs updating. Each branch has about 20 cashiers, waiters and cooks. Brief job descriptions exist for each position, but procedure manuals are very brief. No effective orientation program exists. About 8 months ago, the hotel managers completed a mandatory interviewing seminar. The chain is still experiencing several problems from “bad” hires. Grievances are still at too high a rate. little improvement has come about in this area. There are suspicions that the interviewing class may not have been as effective as intended. The managers were enthusiastic, but the interviewing class was mostly lecturers. It began with scare tactics about previous lawsuits and losses the hotel chain had suffered from “bad” hires. The managers received handout materials that gave “chapter and verse” about legal questions to ask. This material was reviewed quickly and was basically included as “reference”. Now Tumbo, the chairman of the hotel chain sitting at the “Nakuru head office and who has no

training in business operations has come to you as a human resource development expert for help.

Required:

- (a) As a HRD expert, explain the critical issues affecting Tamu Hotels. [10 marks]
- (b) Identify and explain at least five training objectives for the hotel chain. [10 marks]
- (c) Justify the need for an externally sourced trainer as opposed to the training done by the hotel chain. [10 marks]

Question Two (20 Marks)

- (a) In his contribution to the understanding of learning organizations, Gavvin (2008) asserted that “a learning organization is an organization skilled at two things: one, creating, acquiring, interpreting, transferring and retaining knowledge; and two, acting, modifying its behavior to respond to the new knowledge and insights. Using relevant examples, discuss the five (5) disciplines essential to a learning organization. [10 marks]
- (b) Discuss the key factors that make career planning a success in any organization. [10 marks]

Question Three (20 Marks)

- (a) Members of Family Owned business Association (FOBA) have requested you to enumerate to them the importance of succession planning. Prepare a brief for them. [10 marks]
- (b) Training and development of employers is the only way out for an organization that desires to be vibrant and competitive. Discuss the key elements that need critical consideration while carrying out a training needs assessment. [10 marks]

Question Four (20 Marks)

- (a) Cite the challenges that may hinder successful implementation of human Resource Development activities. [10 marks]
 - (b) Vividly examine the strategic approaches to human Resource Development. [10 marks]
-