

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

FOURTH YEAR EXAMINATION FOR THE AWARD OF DEGREE  
OF BACHELOR OF COMMERCE

BCOM 354: HUMAN RESOURCE DEVELOPMENT

STREAMS: BCOM

TIME: 2 HOURS

DAY/DATE: MONDAY 02/12/2019

11.30 A.M. – 1.30 P.M.

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INSTRUCTIONS: Answer question ONE and TWO questions

QUESTION ONE

The shareholders of AMCON resort, a company in the tourism sector have been complaining about the declining proceeds of the company over the last two years. During the just concluded Annual General Meeting representatives of the shareholders were asked with the responsibility of trying to establish the cause of the poor performance. As a starting point, the representatives decided to spend a day in the operations department to try and uncover the mystery. At the end of the day, the team wrote a report indicating that employees needed training.

**Required:**

- (a) Explain the likely symptoms that may have contributed to the conclusion of the committee [10 marks]
- (b) Using relevant examples, discuss the factors that may be affecting learning in these institutions [10 marks]
- (c) Explain how the institutions can use orientation of new employees to change the performance trend of the organization [10 marks]

**QUESTION TWO**

- (a) Distinguish between employee training and management development and give reasons why organizations develop their managers [10 marks]
- (b) Explain why human resource development is a key function in an organization. [10 marks]

**QUESTION THREE**

- (a) Explain the key areas that would be of interest when conducting a training needs analysis. [9 marks]
- (b) Discuss any five on-the-job training methods and give reasons why on-the-job methods may be more preferable by employees as opposed to off-the-job training. [11 marks]

**QUESTION FOUR**

- (a) Explain the reasons why organizations need to evaluate their human resource development programmes. [10 marks]
  - (b) The McKinsey company viewed competitive companies as those that would win the 'managerial war of talent'. However this school of thought has faced some criticisms. Discuss the bases for such criticisms and show five strategies that companies can take to win the war of talent. [10 marks]
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