
CHUKA



UNIVERSITY

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**EXAMINATION FOR THE AWARD OF DEGREE IN
BACHELOR OF**

BCOM 354: HUMAN RESOURCE DEVELOPMENT

STREAM: BCOM

TIME: 2 HOURS

DAY/DATE: THURSDAY 9/04/2020

2.30 P.M -4.30 P.M.

INSTRUCTIONS:

- **Answer Question ONE and any other Two Questions.**

QUESTION ONE

John is the Human Resource Manager at XYZ consulting firm which offers services to business in the area of hospitality and hotel management. Most of XYZ clients complain of poor performance in their organizations which is manifested by absenteeism, laxity in work, rudeness to customers, negligence of rules and regulations and a general disharmony within their respective organization. It is emerging that these organization spend a lot of finances in employee training including outsourcing of the most competent trainers but despite these efforts trends don't seem to change.

Being an experienced HRM professional, john has decided to do a survey which will help make an informed decision to help his client organizations. The findings of the survey reveal that the training offered is not focused because no needs assessments are done prior to the training.

Required

- a) Explain the reasons why these organizations should conduct a training needs assessment before undertaking any training initiative and cite the hindrances that may make the assessment a difficult task. [10 Marks]
- b) Explain to the organizations the importance of evaluation of a training activity indicating what should be done with the results of the evaluation exercise. [10 Marks]

- c) Describe the following on-the-job training methods that John can suggest to his clients clearly giving one advantage and one disadvantage of using each of the methods.
 - i. Simulation
 - ii. Job rotation
 - iii. Apprenticeship
 - iv. Coaching

[10 Marks]

QUESTION TWO

- a) Explain the relationship between human resource development and human resource management. [10 Marks]
- b) Explain the significance of human resource development to an organization. [10 Marks]

QUESTION THREE

- a) Discuss the challenges that human resource development personnel must cope up with as they accomplish their responsibilities. [10 Marks]
- b) Discuss five learning strategies that can be used to enhance learning effectiveness in an organization. [10 Marks]

QUESTION FOUR

- a) Lay out the components of a typical employee counseling programme. [8 Marks]
- b) Explain the benefits associated with succession planning and show why many organization don't take keen interest in this kind of planning. [12 Marks]

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