



TECHNICAL UNIVERSITY OF MOMBASA
Faculty of Business & Social Studies
DEPARTMENT OF BUSINESS STUDIES

UNIVERSITY EXAMINATIONS FOR
MASTERS OF BUSINESS ADMINISTRATION

BHR 5202: TRAINING AND DEVELOPMENT

SPECIAL/SUPPLEMENTARY EXAMINATIONS

SERIES: FEBRUARY 2015

TIME: 3 HOURS

INSTRUCTIONS:

– Answer any **FOUR** questions.

This paper consists of Two printed pages

QUESTION 1

Learning, development and training are used interchangeably to refer to the various phases of human capital development. Critically, evaluate the meaning of the **THREE** terminologies and their usage in modern organizations that embrace human resource development.

QUESTION 2

It is often said that “people move organizations and not machines”. Using an organization that you are familiar with, demonstrate how the statement is useful in developing human capital with clear reference to potential benefits of management development.

QUESTION 3

The ADDIE model has been very instrumental as the basis of instruction system design that most organization's embrace to achieve maximum performance output. Illustrate the FIVE phases of the model and their usefulness in modern management.

QUESTION 4

Changes in behaviour take place as a result of an individual's response to events or stimuli and the ensuing consequences. Using the reinforcement theory by B.F Skinner (1974), critically evaluate how human resource managers have used the above understanding to make their organizations productive.

QUESTION 5

Very often organizations will develop and implement training without first conducting a need analysis. Using an organization that you know, illustrate why training reach analysis must be done before training programs are developed.