



TECHNICAL UNIVERSITY OF MOMBASA

SCHOOL OF BUSINESS

DEPARTMENT OF BUSINESS ADMINISTRATION

UNIVERSITY EXAMINATION FOR:

BACHELOR OF COMMERCE

BACHELOR OF BUSINESS ADMINISTRATION

BHR 4402: HUMAN RESOURCE DEVELOPMENT

END OF SEMESTER EXAMINATION

SERIES: DECEMBER 2016

TIME: 2 HOURS

DATE: Pick Date Dec 2016

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of **FIVE** questions. Attempt question ONE (Compulsory) and any other TWO questions.

Do not write on the question paper.

QUESTION ONE

You are the HRD Manager of a multi-cultured organization Zee Limited. Zee Limited is a private firm with human resource strength of 500. The personnel are not getting well together given this cultural diversity.

- a) Show HRD modes you would use to reverse this trend **(9marks)**

- b) Human Resource Development (HRD) is wide and covers many facets. Discuss the core functions of HRD **(9marks)**

- c) Stipulate the likely hurdles you might face as the HRD Manager and why **(12marks)**

QUESTION TWO

- a) With the aid of a diagram, describe the HRD process **(14marks)**
- b) HRD is wide and covers many facets. Discuss how HRD from the societal perspective influences the development of staff in an organization **(6marks)**

QUESTION THREE

- a) Enunciate the various methods of HRD **(10marks)**
- b) How does a HRD Manager get to know the needs requiring Training and Development to be initiated? Discuss **(10marks)**

QUESTION FOUR

- a) Elucidate the modes of assessing the effectiveness of Training and Development programme initiative **(10marks)**
- b) Explicate the principles of Training and Development insofar as HRD is concerned **(10marks)**

QUESTION FIVE

- a) What are the challenges of HRD? Discuss with viable instances **(10marks)**
- b) Enunciate good components of building an effective career plan. **(10marks)**



TECHNICAL UNIVERSITY OF MOMBASA

SCHOOL OF BUSINESS

DEPARTMENT OF BUSINESS ADMINISTRATION

UNIVERSITY EXAMINATION FOR:

BACHELOR OF COMMERCE

BACHELOR OF BUSINESS ADMINISTRATION

BHR 4402: HUMAN RESOURCE DEVELOPMENT

END OF SEMESTER EXAMINATION

SERIES: DECEMBER 2016

TIME: 2 HOURS

DATE: Pick Date Dec 2016

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of **FIVE** questions. Attempt question ONE (Compulsory) and any other TWO questions.

Do not write on the question paper.

QUESTION ONE

As the principal official in charge of matters; Human Resource Development, Training and Development is key in ushering in the development of staff.

- a) Show a model schedule of Training and Development programme for staff (15marks)
- b) What are the challenges of instituting a Training and Development programme (15marks)

QUESTION TWO

- a) How is culture necessary in influencing HRD (10marks)
- b) Enunciate how compensation is a vital component in HRD (10marks)

QUESTION THREE

- a) Explicate the various methods of Training and Development (10marks)
- b) How are Training and Development needs determined? Enumerate (10marks)

QUESTION FOUR

- a) Draft sample proposal addressed to the General Manager proposing policy framework for staff for Training and Development (10marks)
- b) Explicate the tenets of Training (10marks)

QUESTION FIVE

- a) What are the viable means through which an employee can build an effective career plan? (10marks)
- b) With the aid of a diagram show the importance of hierarchy in HRD? (10marks)

SUMMARY MARKING SCHEME – SPECIAL/SUPPLEMENTARY EXAM

HUMAN RESOURCE DEVELOPMENT

UNIT CODE: BHR 4302

QUESTION ONE

As the principal official in charge of matters; Human Resource Development, Training and Development is key in ushering in the development of staff.

a) Show a model schedule of Training and Development programme for staff (15marks)

Answer

- Nature of Training (5 marks)
- Time schedule (5 marks)
- Participants in hierarchy (5 marks)

b) What are the challenges of instituting a Training and Development programme (15marks)

Answer

- Lack of time 5 marks
- No finances 5 marks
- Difficulty acquiring trainer 5 marks

QUESTION TWO

a) How is culture necessary in influencing HRD (10marks)

Answer

- Prescribes state of required mind (3 marks)
- Practice and way of doing things (3 marks)
- Gives the firm/department an identity and character (4 marks)

b) Enunciate how compensation is a vital component in HRD (10marks)

Answer

- Provides motivation (5 marks)
- Fair consideration (5 marks)

QUESTION THREE

a) Explicate the various methods of Training and Development (10marks)

Answer

- Lecture method
- On-the-job
- Apprenticeship
- Simulation
- Role play

b) How are Training and Development needs determined? Enumerate (10marks)

Answer

- Organization analysis
- Person analysis
- Task analysis

QUESTION FOUR

a) Draft sample proposal addressed to the General Manager proposing policy framework for staff for Training and Development (10marks)

Answer

- Addressee (3 marks)
- Subject (3 marks)
- Proposal contribution OD (3 marks)
- Timeframe for institution (1 mark)

b) Explicate the tenets of Training (10marks)

Answer

- Tenet of feedback (3 marks)
- Tenet of functional foremanship (3 marks)
- Tenet of acceptability (3 marks)
- Tenet of motivation (1 mark)

QUESTION FIVE

- a) What are the viable means through which an employee can build an effective career plan?
(10marks)

Answer

- Education (3 marks)
- Learning (3 marks)
- Purpose OD (3 marks)
- Focus and movement (1 mark)

- b) With the aid of a diagram show the importance of hierarchy in HRD? (10marks)

Answer

- Status (3 marks)
- Responsibility (3 marks)
- Duty (3 marks)
- Procedure (1 mark)