TECHNICAL UNIVERSITY OF MOMBASA

School of Business

Department of Business Administration

UNIVERSITY EXAMINATION FOR:

MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT

MASTER OF BUSINESS ADMINISTRATION

BHR 5107 & : 5221: HUMAN RESOURCE DEVELOPMENT; LEARNING AND DEVELOPMENT

END OF SEMESTER EXAMINATION

SERIES: APRIL 2025

TIME:3HOURS

DATE:9 May 2025

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

Attempt **Question One (Compulsory)** and Any Other **THREE** Questions

This paper consists of **FIVE** questions. AttemptChoose instruction.

Do not write on the question paper.

Question ONE

CASE STUDY

MOONSHINE INVESTMENTS LTD

Moonshine investments limited was started ten years ago by Mr. and Mrs. Baya. The company has grown into a reportable company in the specialized field of computer chips manufacturing in a brief span of ten years. Mr. Baya is a retired professor of particle Physics while his wife Harriet Baya is a retired professor of Computer Science. Both are icons in their area of specialization.

The company's meteoric rise to fame has not been easy. Mr. Baya, a career educationist believes in a trained workforce as the back bone of his company's success. He therefore recruited graduates' engineers with first class honors who are then trained on the job both locally and overseas where *the training practice is trainer-oriented, experiential and participative approach, coupled with flexible programmes. He also pays his work-force well above market rates. The company employees exude an air of importance among their equals.*

Most computer manufacturing industry giants are limping along due to harsh economic times that are bad news. But the good news is that there are opportunities for those who know what direction computer technology, applications and trends are taking, no one can predict its precise path of technology or applications, but being able to anticipate the curves and directions is a definite advantage. With the first microprocessor built in 1971, no one fully understood how widely it would impact on our lives. The 4004 microprocessor was originally designed as a single chip solution to the programmable calculator, i.e. one that would replace at least twelve separate chips in time, it evolved into a device that was capable of controlling the operations of thousands of machines from appliances to industrial robots. Today there are more than 100 million PC's in use around the world and the annual hardware, software and service sales total, is in excess of US $ 200 million.

Moonshine Investments Ltd is in the process of developing a highly versatile chip which will be used in the twelfth generation computers. These are the types of intelligent computers which may replace the human brain. The executive chairman knows that this requires heavy investment in human resource specifically in learning and development. He also knows the adage, "the higher the risk the greater the returns".

Required:

a) Why would it be advisable for Moonshine Investment Ltd to risk investing in its human resource development? (10 marks)

b) Analyze the effectiveness of the training development methods practiced by Moonshine Investment Ltd for a success in the development and growth of its employee. (10 marks)

c) There are several theories of learning and how people learn. Examine any Two theories of learning that you are familiar with. (10 marks)

d) Certain employee training metrics can help you evaluate training effectiveness, which is the degree to which training programs meet their intended objectives, enhancing the knowledge, skills, and performance of participants. Evaluating a training program's metrics that can be used to measure impact of learning and development. (10 marks)

Question TWO

a) On a flight, the managing director of an international broking firm was sitting next to a journalist. With two hours of uninterrupted time at hands, journalist asked him how he handled losses in his business. "Recently, one of my employees made a calculation mistake and we lost $250,000 at the click of a button," he said. "So, did you fire the guy?" journalist asked him. "Of course not!" he said, "I paid $250,000 for his training. Why would I fire him?"- Discuss in short, the key learnings from the above story (10 marks)

b) You have been recently promoted to Senior management section. As senior manager how would you determine a sales team's learning and development needs? (10 marks)

Question THREE

a) Discuss the effects of culture on social, emotional and cognitive development with reference to relevant research evidence. (10 marks)

b) A learning and development manager is a professional who creates and supervises organizational training programmes. Evaluate external and internal factors that influence the need for career development. (10 marks)

Question FOUR

a) What do you understand by self-directed learning? Discuss three self-learning approaches. (10 marks)

b) Employees are the backbone of the organization. Discuss Managerial Development and Training. (10 marks)

Question FIVE

a) Learning and development requirements vary by organization. Critically evaluate how an organization can create learning and development strategies. (10 marks)
b) From Gallup survey of 2019, it was found that only 65% of employees in some organizations are engaged. Discuss how this number can be increased; to ensure employees are engaged. (10 marks)