Kasarani Campus
Off Thika Road
Tel. 2042692 / 3
P. O. Box 49274, 00100
NAIROBI
Westlands Campus
Pamstech House
Woodvale Grove
Tel. 4442212
Fax: 4444175

KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2023/2024 ACADEMIC YEAR
THIRD YEAR, FIRST SEMESTER EXAMINATION
FOR THE DEGREE OF BACHELOR OF SCIENCE
(BUSINESS ADMINISTRATION)

Date: 19th April, 2023
Time: 8.30am –10.30am

KHR 303 - HUMAN RESOURCE DEVELOPMENT

INSTRUCTIONS TO CANDIDATES

ANSWER **QUESTION ONE (COMPULSORY)** AND **ANY OTHER TWO** QUESTIONS

QUESTION ONE (30 MARKS)

Jajni Customer Support Centre

The Jajni Customer Support Centre employs 300 people. Customer service agents work in a group of five, known as a 'pod'. One of the pod members will be a team coach who provides support and advice to his or her agent colleagues. A set of skills and needs for the coaches have been defined and these are delivered to the 30 centre team coaches in 90-minute modules in the training room. There is emphasis on the use of the GROW coaching model. Metrics are a central part of all management processes at Jajni and these inform the learning investment and planning processes. In field sales, measures include sales turnover, margin and new business, whilst in customer service the performance and productivity metrics include costs per line, abandoned call rate, average call time, and average wait time. Monthly performance results in all areas are scrutinized to identify areas for attention, and the learning and development team run learning sessions and activities aimed at helping people to improve their performance.

Njegi, the new Learning and Development Manager has proposed that the department develops a Human Resource development Philosophy and a training policy to guide the training in the organization on issues to do with training needs analysis, selection of trainees and trainers, formulation of the training budget, choice of training venue and facilities, designing training programmes , and evaluation of the trainings. According to Njegi, the Human Resource Development Philosophy will help the department to training the employees how to learn.

Warehouse supervisors with the highest staff turnover attended learning programmes and, as a consequence, staff turnover reduced to the lowest ever levels. Customer complaint have also reduced significantly with a notable increase in the performance of the customer support team and the overall performance of jajni Ltd. The levels of motivation and job satisfaction especially among the new employees are high and the managers do not need to supervise the subordinates closely.

a) Examine the significance of training at Jajni based on the above case study.

(6 Marks)

b) Describe some of the measures of the impact of training used at Jajni.

(6 Marks)

c) Examine some of the components of that may be included in the training policy to be developed for Jajni Ltd based on Njegi's proposal.

(6 Marks)

d) Analyse reasons why Njegi would want the employees to be trained how to learn.

(6 Marks)

e) Describe the GROW coaching model used in Jajni.

(6 Marks)

QUESTION TWO 20 MARKS)

a) Explain the elements of the stimulus- response theory of learning by Gagne 1977.

(8 Marks)

b) Describe the Conditions necessary for effective learning.

(6 Marks)

c) Examine the process of systematic training.

(6 Marks)

QUESTION THREE (20 MARKS)

a) Explain five characteristics of a learning organization.

(5 Marks)

b) Describe the process of developing a learning culture.

(9 Marks)

c) Evaluate the responsibility for learning and development in organizations.

(6 Marks)

QUESTION FOUR (20 MARKS)

a) Analyse the need for mentoring in Human Resource development.

(6 Marks)

b) Examine the formal approaches to management development that may be adopted in organization to facilitate management development.

(6 Marks)

c) Describe Kirkptarick's model of evaluating Learning.

(8 Marks)

QUESTION FIVE 20 MARKS

a) Examine the process of learning needs analysis.

(8 marks)

b) You have been deployed to the learning and development department as the career management officer. Describe process of career management that you may adopt in the organization.

(6 Marks)

c) Evaluate six principles for success in E-Learning programme development.

(6 Marks)