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**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR**  
**THIRD YEAR, FIRST SEMESTER EXAMINATION**  
**FOR THE DEGREE OF BACHELOR OF SCIENCE**  
**(BUSINESS ADMINISTRATION)**

Date: 13<sup>th</sup> August, 2024  
Time: 8.30am – 10.30am

**KHR 2303 HUMAN RESOURCE DEVELOPMENT**

**INSTRUCTIONS TO CANDIDATES**

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

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**QUESTION ONE (30 MARKS)**

**Read the following case study below and answer the questions that follow.**

**COMOROS COMPANY LIMITED**

Comoros Limited produces and distributes medical equipment in East Africa. The company has its headquarters in Dare Salam in Tanzania. The company was incorporated on 30<sup>th</sup> June 2018 and the company hired 50 employees with different areas of specialization. The human resource manager gave employment letters to all those who had applied for various posts. There was no screening of the applicants. Further the newly employed persons were sent to various branches of the company to work without any orientation or even induction done to them. They were advised by the human resource manager to search for themselves where their workstations were. As a result, the newly employed persons appeared very confused, wasted a lot of time looking for the station and there was overlap of duties with no direction. This caused a lot of frustrations to employees right from start and indeed some employees quitted their jobs during the first three months.

At the end of one year of operation the company's report revealed a lot of performance gaps. This scenario prompted the top management to organize for training programs to bridge the skill gaps. The training programs comprised of both on-the-job and off-the-job training. However, the human resource department did not conduct training needs assessment to identify skill gaps. An external human resource consultant hired advised the top management to conduct skill needs analysis before embarking on any training of employees and transform the company into a learning organization. The report of external human resource consultant revealed to top management that they needed to use both on the Job and off the Job training methods for their employees.

Required:

- a) Discuss the consequences of not inducting employees when they have been newly eEmployed. (6 marks)
- b) Explain the reasons why the External Human Resource Consultant advised the management to conduct skills needs assessment. (6 marks)
- c) Suppose Comoros embraced on-the-job training methods to train their employees, discuss the merits of using such a strategy. (6 marks)
- d) Why did the external human resource consultant advised the top management to transform the company into a learning organization? (6 marks)
- e) Explain the reasons why some employees exited from the company before they completed their 3<sup>rd</sup> month of working. (6 marks)

**QUESTION TWO (20 MARKS)**

- a) You have been hired by KWUST as human resource expert to design a training program. Examine the decisions you will make in designing the training programs. (6 marks)
- b) The appraisal report for employees from the manufacturing department reveals that five employees are underperforming for below the expectations. Advise the human resource officer the strategies he can put in place to manage career of such low performers. (8 marks)
- c) Talent management is of critical importance in regards to competitive advantage of an organization. Discuss the benefits of talent management. (6 marks)

**QUESTION THREE (20 MARKS)**

- a) Discuss the Pitfalls encountered by human resource managers in talent identification. (7 marks)
- b) “Mentorship is an ongoing relationship between a junior employee and a senior employee”. Examine the key features such a relationship (5 marks)
- c) Coaching is used by many organizations to bridge employee skill gaps. Discuss considerations of a good coaching procedure (8 marks)

**QUESTION FOUR (20 MARKS)**

- a) Examine the reasons that justify the need of training managerial personnel. (8 marks)
- b) Using an organization of your choice discuss the applicability of the following learning theories.
  - i) Reinforcement theory (3 marks)
  - ii) Cognitive learning theory (3 marks)
- c) Explain any six strategies which can put in place in an organization to create learning and development culture. (6 marks)

**QUESTION FIVE( 20 MARKS)**

- a) Organizations which prepare for future usually engage in succession planning. Describe the logical steps for effective succession planning. (8 marks)
- b) Examine the principles of employee empowerment in an organization (6 marks)
- c) Discuss the importance of employee development in an organization (6 marks)