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**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: 13<sup>th</sup> December, 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)**

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

Mandaki Company Limited was registered in 2010 with sole objective of producing and distributing agricultural equipment in East and Central Africa. The company has its headquarters in Kampala, Uganda. At inception the company recruited 150 employees with different specialties to serve in various branches of the company in various capacities. The human resource manager gave employment letters to all those who had applied for the posts. There was no screening of the applicants. Further the newly employed persons were sent to various branches of the company without any orientation or even induction done them. They were advised by the human resource manager to search for themselves where their workstations were. 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. The head of department of Information Communication and Technology have suggested to the top management that a good training strategy is to promote continuous learning in the organization for all the organizational members by transforming the company into learning organization

- a) Explain the problems of not having orientation for new employees as per above case study **(6 marks)**
- b) Advise the top management on the principles they should embrace in order to transform Mandaki Company Limited into learning organization. **(6 marks)**
- c) Advise the Human resource manager on the key aspects that should be considered in training and development process **(6 marks)**
- d) Discuss the methods for On-the-job training that Mandaki Company can put in place to train employees. **(6 marks)**
- e) Explain the strategies Mandaki Company should embrace in order to promote learning culture. **(6 marks)**

**QUESTION TWO (20 MARKS)**

- a) Discuss the ways in which training and development programs boosts employee productivity **(6 marks)**
- b) Examine the stages of training cycle. **(6 marks)**
- c) Explain the merits of mentorship. **(8 marks)**

**QUESTION THREE (20 MARKS)**

- a) Explain the tools that aid efficient career management. **(7 marks)**
- b) Explain the process of training cycle. **(7 marks)**
- c) Discuss the arguments advanced for mentorship as a method of development of employees. **(8 marks)**

**QUESTION FOUR (20 MARKS)**

- a) Senge (1990) argues that organizations should become learning organizations. Explain any five reasons advanced by Senge why organizations should become learning organizations **(5 marks)**
- b) Examine any four techniques used by managers to identify training gaps. **(8 marks)**
- c) Discuss the methods of off -the-job executive development **(7 marks)**

**QUESTION FIVE( 20 MARKS)**

- a) Discuss the measures a manager can put in place in the organization to create a learning and development culture. **(8 marks)**
- b) Training needs analysis is of crucial importance in regard to identification of skill gaps. Examine the purpose of conducting training needs analysis. **(6 marks)**
- c) The survival of organizations in the long run is a function of continuous learning. Explain the principles of effective learning. **(6 marks)**