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KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2022/2023 ACADEMIC YEAR
THIRD YEAR, FIRST SEMESTER EXAMINATION
FOR THE DEGREE OF BACHELOR OF SCIENCE
(BUSINESS ADMINISTRATION)

Date: 2nd August, 2022
Time: 11.30am –1.30pm

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 and answer question 1(a) to 1(e).

TRANSLATING STRATEGY INTO HR POLICIES AND PRACTICES AT HOTEL PARISI

The Hotel Parisi's competitive strategy is to use superior guests service to differentiate the Hotel Parisi properties and to thereby increase the length of stay and return rate of guests. Lisa the HR manager must now formulate functional policies and activities that support this competitive strategy by eliciting the required employee behaviours and competencies through human resource development practices. As she reviewed her company's training processes, Lisa had reasons to be concerned. For one thing, the Hotel Parisi relied almost exclusively on informal on-the-job training. For example, New security guards attended a one-week program offered by a law enforcement agency, but all other new hires, from Assistant Manager to Housekeeping Crew, learned the rudiments of their jobs from their colleagues and their supervisors, on the job. Lisa noted that the drawbacks of this informality were evident when she compared the Hotel Parisi's performance on various training metrics with those of other hotels and service firms. For example, in terms of hours training per employee per year, number of hours training for new employees, cost per trainee hour, and percent of payroll spent on training, the Hotel Parisi was far from the norm when benchmarked against similar firms.

Indeed, as Lisa and the Chief Finance Officer reviewed the measures of the Hotel Parisi's current training efforts, it was clear that (when compared to similar companies) some changes were in order. Most other service companies provided at least 40 hours of training per employee per year, while the Hotel Parisi offered, on average, no more than five or six hours. Similar firms offered at least 40 hours of training per new employee, while the Hotel Parisi offered, at most, 10 hours. Even the apparently "good" metrics comparisons simply masked poor results. For example, whereas most firms spend about 8% of their payrolls on training, the Hotel Parisi's training less than 1%. The problem, of course, was that the Hotel Parisi's training wasn't just inefficient, it was non existent. Given this and the commonsense links between (1) employee training and (2) employee performance, the CFO gave his go-ahead for Lisa and her team to design a comprehensive package of training programs for all Hotel Parisi employees.

- a) Based on what you have read in this case study, suggest what Lisa and her team should do first with respect to training and why? **(6 marks)**
- b) Highlight some of the informal on-job training programmes that is working for Lisa at Hotel Parisi. **(6 marks)**
- c) Develop a day's training programme for the security guards, Guardette and the housekeepers at Hotel Parisi. Focus on effective communication. **(6 marks)**

Sample Training Program

Training program on effective communication.

Venue: Hotel Parisi, Conference room

Date	8am - 8.30am	8.30am – 10.30am	B	11am – 1pm	L	2pm-4pm
			R		U	
Day 1: 3/8/2022	Opening remarks By CEO Hotel Parisi Training objectives: Lisa	Topic: communication skills at the workplace Facilitator: Facilitator: Susan	E A K	Topic: Effective communication and employee involvement Facilitator: Nelly	N C H	Closing remarks By CEO, and Lisa/ ABC ltd and Facilitators remarks

- d) Using Kirkpatrick model, describe the levels of evaluation that Lisa and her team will focus on when evaluating the training program. **(6 marks)**
- e) Outline the main objectives of human resource development program that Lisa and her team are planning to implement. **(6 marks)**

QUESTION TWO (20 MARKS)

- a) Using examples, explain five principles of human resource development practices. **(10 marks)**
- b) Using a well labelled diagram, explain the knowledge-based Human Resource Development process model. **(10 marks)**

QUESTION THREE (20 MARKS)

- a) Explain the following theories and their implication to Human Resource Development.
- Human Capital Theory
 - Sustainable Resource Theory
- (10 marks)**
- b) Discuss five emerging issues and trends that affects human resource development practices. **(10 marks)**

QUESTION FOUR (20 MARKS)

- a) Human Resource Development Policy can be defined broadly as the policies or administrative regulations that government and firms implement to improve performance. Assume that your organizations overall vision is to transform lives through education and training. Explain how you can shape your human resource development policy to reflect the Broad Policy Direction.
(10 marks)
- b) Examine the Role of Human Resource Development Manager.
(10 marks)

QUESTION FIVE (20 MARKS)

- a) Using relevant examples, explain the nature of human resource development.
(10 marks)
- b) Provide a matrix explaining human resource development contribution in strategic organizational planning in relation to key business performance. In your matrix, clearly specify what is done at the level of scenario building and what can be done at strategic planning level.
(10 marks)