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KIRIRI WOMEN'S UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR
FIRST YEAR, SECOND SEMESTER EXAMINATION
FOR THE DIPLOMA IN HUMAN RESOURCE MANAGEMENT
DHR 1502: HUMAN RESOURCE DEVELOPMENT

Date: 3RD DECEMBER 2024
Time: 2:30PM-4:30PM

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS
QUESTION ONE (30 MARKS)

Case Study: Background

Zahari Ltd has been in the business for more than 15 years. It has been rated as the best place to work for by many of the top rated magazines and consultancy groups. The main base for the success of Zahari Ltd is taking time to educate the employees, paying them well and treat them as equals. They have also embraced employee diversity thereby leading to innovativeness.

Zahari Ltd takes considerable time and effort to hire employees who fit the company's values and culture. Additional time is spent by the HR managers in selecting the right employee. The organization also pays higher than its competitors and offers a competitive benefits package. The organization also spends considerable time in training its employees.

The training time in Zahari Ltd is also more than its competitors. The managers of Zahari Ltd maintain constant communication with the employees and help out in various jobs. HR and line managers takes the responsibility of motivating the work force and there by inculcating the sense of loyalty and commitment in the work force. Coaching has been adopted by the company as a way of ensuring employees are guided and close communication is maintained between the line managers and the employees. They have a welfare section that deals with employees well-being and counselling. All these activities take considerable time, effort and money. Sales of the company increases every year by a considerable margin and the loyal customer base has been on the increase very year. Obviously, Zahari Ltd has the right employee base.

Read the above case and answer the following questions:

- Explain how fair treatment of employees have assisted Zahari Ltd in retaining good employees. (6 Marks)
- As the human resource assistant at Zahari Ltd, explain strategies that are most effective for motivating low performers to improve. (6 Marks)
- Identify benefits Zahari Ltd are likely to experience as a result of coaching its employees. (6 Marks)
- Explain to the management of Zahari Ltd the need to maintain constant communication with employees. (6 Marks)
- Highlight the advantages of incorporating diversity into hiring process at Zahari Ltd. (6 Marks)

QUESTION TWO (20 MARKS)

- a) As the human resource officer of Zuki Ltd, Explain the benefits of maintaining continuous learning for employees. (6 Marks)
- b) Outline the steps involved in conducting a Training Needs Analysis in organizations. (8 Marks)
- c) Explain any coaching model that you can recommend to your organization resource development. (6 Marks)

QUESTION THREE (20 MARKS)

- a) Using an illustration, explain the training cycle clearly outlining the various stages. (6 Marks)
- b) Describe counselling approaches that should be considered by an organization to support their employees effectively. (8 Marks)
- c) Groups are important for task performance in organizations. Examine the various stages of group formation. (6 Marks)

QUESTION FOUR (20 MARKS)

- a) Discuss the factors that should be considered when selecting a suitable training venue. (6 Marks)
- b) Examine how acquisition of new competencies among employees enhance performance of individual employees. (6 Marks)
- c) Advise the company on some of the basic ground which training can be given. (8 Marks)

QUESTION FIVE (20 MARKS)

- a) Examine ways you can create an environment conducive to continuous learning and development within an organization. (8 Marks)
- b) Explain the role mentorship plays in employee retention and career development. (6 Marks)
- c) Technology is critical in the efficiency of any progressive organization. Describe how you have leveraged technology to enhance coaching programs. (6 Marks)