



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 WOMEN'S UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2023/2024 ACADEMIC YEAR
FIRST YEAR, SECOND SEMESTER EXAMINATION
FOR THE DIPLOMA IN HUMAN RESOURCE MANAGEMENT
DHR 1502: HUMAN RESOURCE DEVELOPMENT

Date: 14TH APRIL 2023

Time: 2:30PM-4:30PM

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

CASE STUDY: BUZIA LTD

Njeri has just been employed as a HR Manager in Buzia Ltd. In the last departmental meeting she recommended that a Learning and Development section be established to encourage learning in the organization. She was concerned that the trainings in the company were not aligned to the organisational goals because no training needs analysis was carried out to inform the trainings. She also recommended that the department develops a Human Resource Development philosophy and a training and development policy since no standard criteria was used in selecting trainers, it was done on the basis of “who wants” and not much emphasis was being given to on the job training.

- Analyse why Njeri recommended that the department develops a training and development policy for the organization (6 Marks)
- Evaluate the benefits that company would get from carrying out Training Needs Analysis as raised by Njeri (6 Marks)
- Explain some of the factors Buzia Ltd should consider when selecting trainers for its training programmes (6 Marks)
- Describe some of the benefits that will accrue to Buzia Ltd as a result of investing in training and development of its employees that is aligned to the organizational objectives (6 Marks)
- Examine some of the benefits that Buzia Ltd could get as a result of using on the job training techniques (6 Marks)

QUESTION TWO (20 MARKS)

- Evaluate the common components of training budget (6 Marks)
- Describe the process of evaluating training by as recommended by Kirkpatrick (8 Marks)
- Examine the role of counseling in Human Resource Development (6 Marks)

QUESTION THREE (20 MARKS)

- Examine four challenges posed by emerging issues and trends in training and development (8 Marks)
- Explain three Limitations of external training techniques (6 Marks)
- Describe the components of a standard training policy (6 Marks)

QUESTION FOUR (20 MARKS)

- Describe the GROW coaching model for Human Resource Development (8 Marks)
- Examine the techniques that may be used in Training Needs Analysis in organizations (6 Marks)
- Analyse six principles of effective learning (6 Marks)

QUESTION FIVE (20 MARKS)

- a) Analyze the formal process of career management commonly adopted in organizations (8 Marks)
- b) Explain the process of systematic training that may be used to ensure achievement of training and development goals (6 Marks)
- c) Examine the six components of a Talent Development Programme (6 Marks)