



**MASINDE MULIRO UNIVERSITY OF
SCIENCE AND TECHNOLOGY
(Kisumu Campus)**

**UNIVERSITY EXAMINATIONS
2015/2016 ACADEMIC YEAR
FIRST YEAR FIRST SEMESTER EXAMINATIONS**

**FOR THE DEGREE
OF
MASTER OF SCIENCE IN HUMAN RESOURCE**

COURSE CODE: HRM 803

COURSE TITLE: HUMAN RESOURCE DEVELOPMENT

DATE: JUNE 2016

TIME: 3 HOURS

INSTRUCTIONS TO CANDIDATES

Answer question ONE and any THREE questions

Question One

Read the case study given below and answer questions that follow:

Human resource development (HRD) programs can be key components when an organization seeks to revitalize itself and change its organizational culture. For instance, Cathay Pacific Airways is an international airline based in Hong Kong that serves 141 destinations on six continents. In 2009, Cathay Pacific carried over 25 million passengers, and also maintained a large and growing cargo operation. Worldwide, over 27,000 people work for the airline. A survey in the 1990s revealed that travelers felt that Cathay Pacific service was good, but not as warm and friendly as customers desired. Some even described the service as 'robotic'. This led to a reexamination of how the company recruited, trained, and managed its employees.

One major change that Cathay Pacific made was in its in-flight training department. In the past, trainers devised and followed careful lesson plans. This was intended to provide a set standard of service on all flights. However, to increase customer retention, especially among business travelers, Cathay Pacific decided that something more was needed. (DeSimone & Werner, 2012)

Required

If you are the training manager at this airline:

- a) How would you conduct a needs assessment for the airline? (14 marks)
 - b) Of what benefit would be the needs assessment? (12 marks)
 - c) Justify what types of training you would recommend for flight attendants, if the goal was to provide exceptional customer service? (14 marks)
2. a) Hakika holdings has just completed the implementation of an employee training programme that is meant to boost productivity. What steps should Hakika's HRM Division consider in order to evaluate the programme? (12 marks)
- b) What is the range of training facilitators from which desired facilitators can be drawn? (3 marks)
3. a) Discuss any one theory of training and its influence on training practice today. (15 marks)
4. You have been hired as a human resources manager in a mining firm and you notice that there is no clear career development programme:
- a) How can you support career development in this organization? (10 marks)
 - b) How will your firm benefit from a strong career development policy? (5 marks)
5. As a human resource manager, you have been tasked to conduct training on knowledge management to employees in your organization. What would you consider on the issue of the process of knowledge management? (15 marks)