



**MASINDE MULIRO UNIVERSITY OF SCIENCE AND
TECHNOLOGY (MMUST)**

UNIVERSITY SPECIAL/SUPPLEMENTARY EXAMINATIONS

2021/2022 ACADEMIC YEAR

FOURTH YEAR FIRST SEMESTER MAIN EXAMINATIONS

FOR THE DEGREE

OF BACHELOR OF COMMERCE

COURSE CODE: BCB 408

COURSE TITLE: HUMAN RESOURCE TRAINING AND DEVELOPMENT

DATE: FRIDAY, 29TH JULY 2022 TIME: 2:00 – 4:00PM

INSTRUCTIONS TO CANDIDATES

- 1. ANSWER QUESTION ONE AND ANY OTHER TWO QUESTIONS**
- 2. DO NOT WRITE ANYTHING ON THE QUESTION PAPER**

TIME: 2 HOURS

MMUST observes ZERO tolerance to examination cheating

This Paper Consists of 3 Printed Pages. Please Turn Over.

BCB 408:

SECTION A: Compulsory

Question 1

Wekesa and Sons Investment Limited started in 2010 by Mr. Herbert Wekesa who specialized in selling motor vehicle spare parts. The success of the company has not been easy. Mr Wekesa believes in a trained work force as the basis for his company's success. He therefore has recruited graduate marketers with honors qualifications who are trained on job and also overseas where the training practice is trainer oriented, experiential and participative. He has set the wages of his employees at competitive rates enabling him to attract the best in the market.

Most importers of vehicle spare parts are facing stringent times due to the economic meltdown and coupled with currency devaluation. Even with these poor forecasts there is always opportunities in this industry for those who are good at scanning the environment and analysing the trends taking place both locally and globally. Mr. Wekesa's insistence in graduates and continuous training has made the company be able to ride this challenge as they are able to anticipate the curves and directions in the market to their advantage. The CEO has an elaborate succession planning strategy where it utilizes job rotation programme aligned to the company's business overall goal. This strategy enables selected supervisors opportunity to work in different departments in order to develop competent managers.

Wekesa and Sons Investment Ltd is in the process of expanding to regional markets within the East African Region. The CEO realizes the need for increase in investment in human resource to meet these growth strategies. He believes in the adage "the higher the risks, the greater the returns".

- (a) Why would it be advisable for Wekesa and Sons Investment Limited to risk in investing in Human Resource Development? (6 marks)
- (b) Discuss the effectiveness of training and development methods practiced at Wekesa and Sons Investment Ltd for a success in the development and growth of its employees. (6 marks)
- (c) What are the advantages and disadvantages of using the Job rotation method in training at Wekesa and Sons Investment Ltd? (8 marks)
- (d) Wekesa and Sons Investment Ltd has an elaborate management development programme. Highlight the arguments against management development. (10 marks)

SECTION B: Answer any two questions

Question 2

- (a) Differentiate between career pathing and career plateau citing examples of a career of your choice. (6 marks)
- (b) The Management of Nzoia Sugar Company intends to undertake management development programme. Substantiate on the concept of management development and highlight on the various methods you may utilize in the programme. (14 marks)

Question 3

- (a) You have been approached by MMUST Enterprises Ltd, a firm that fabricates pumps and chairs with a workforce of 100 members. Most of these staff have not been developed over their working life. Advice on how would you evaluate the effectiveness

of an executive development programme?

(8 marks)

b) Adults learn differently than young people for many different reasons. According to Ralph C. Kennedy, M.Ed., —Adults differ distinctly in terms of such factors as motivation, interest, values, attitudes, physical and mental abilities, and learning histories (Kennedy, 2003). These differences have triggered the implementation of adult learning theory in training adult professionals. Discuss any **FOUR** of the following theories of learning. (12 marks)

- (i) Behaviourism
- (ii) Cognitivism
- (iii) Social Learning Theory
- (iv) Social Constructivism
- (v) Multiple Intelligencies
- (vi) Brain – Based Learning

Question 4

- (a) Explain the steps a HR Manager would follow to design and implement a successful training and development programme. (8 marks)
- (b) Training needs assessment is very critical before carrying out a training programme. Discuss TNA citing examples from an organization of your choice. (12 marks)

Question 5

- (a) In order for the training and development efforts of an organization to be successful, employees must be motivated to learn and develop new skills and competencies. Using an organization of your choice, discuss any **FOUR** factors that serve as sources of motivation for adult learning. (10 marks)
- (b) Discuss the characteristics adult learning citing relevant examples. (10 marks)

