



(The University of Choice)

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

MAIN CAMPUS

UNIVERSITY EXAMINATIONS 2022/2023 ACADEMIC YEAR
FOURTH YEAR FIRST SEMESTER EXAMINATIONS
FOR THE BACHELOR OF COMMERCE DEGREE

COURSE CODE: BCB 408

COURSE TITLE: PERSONNEL TRAINING AND DEVELOPMENT

DURATION 2 HOURS

DATE: MONDAY, 19TH/12/2022 TIME: 12:00-2:00PM

INSTRUCTIONS TO CANDIDATES

- (i) Answer Question ONE (Compulsory) and any other Three Questions
- (ii) Do not write anything on the question paper

MMUST observes ZERO tolerance to examination cheating

This paper consists of 3 printed pages. Please Turn Over.

Question One

Read the case below and answer questions that follow:

Majimbo- One of the major accounting firms- provides accounting, auditing and tax services. Majority of its employees are fully qualified. The company has ambitious plans for expansion in view of boom in consultancy industry subsequent upon globalization. The company's policy is promoting within and therefore, most of its senior level employees are promoted from entry-level accountants. In view of its promotion policy, the company invests heavily on training of employees in the form of development of in-house educational and training facilities. Most of its employees receive training at frequent intervals in the company's training colleges.

Majority of training investment of the company is on technical and procedural training for entry-level accountants in the areas of accounting, finance, tax, auditing, project reports and report writing. However, Majimbo has problems in attracting dynamic and energetic young graduates from the colleges and universities. This situation, sometimes, discourages clients to continue with Majimbo in case of existing clients and approaching Majimbo in case of new clients. This situation to some extent is due to the 'fast-in, fast out style of big- time consulting.' Employees of the company gradually learn to interpret the subtleties of clients needs and sometimes employees have been let go due to the absence of interpersonal skills.

The training colleges of the company therefore suggested providing training in interpersonal skills. But the line managers point out that the company has conducted training in client and customer relations, just two years back. They added that there is no improvement in customer relations and the return on money spent on training can't be justified. The senior managers of the company feel that much investment in training is unnecessary as some of the trained employees join other organizations. However, most of the managers feel that investment in training is essential, but the dilemma is that which part of the skill should receive more attention and investment.

- (a) In your view will training correct the problem of interpersonal relations facing Majimbo. How? (10 marks).
- (b) This kind of training appears not to be cost effective? Do you agree. Discuss. (10 marks)
- (c) In your view, is Majimbo providing the required knowledge and skills to staff? (10 marks)

Question Two

- (a) You are intending to develop your senior staff in your organization. Explain the purposes such an exercise will achieve (10 marks)
- (b) Discuss the components of a staff development programme (10 marks)

Question Three

- (a) Explain the need for career development in your organization (10 marks)
- (b) Transfers may refer to lateral movement of employees within the same grade from one job to another. Explain the transfer policy (10 marks)

Question Four

(a) Makina Ole Mburu, a Human Resource Manager of Kiongozi Supermarket is in the process of establishing a promotion policy in his organization. He has sought your advice. Explain to him the purpose and bases of promotion (10 marks).

(b) Explain how you would evaluate the effectiveness of staff development training programme (10 marks)

Question Five

- (a) Discuss the emerging issues on training and development (10 marks)
- (b) Explain stages involved in managerial development (10 marks).