MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY

(MMUST)

MAIN CAMPUS, BUNGOMA

UNIVERSITY EXAMINATIONS 2023/2024 ACADEMIC YEAR

FOURTH YEAR FIRST SEMESTER EXAMINATIONS

FOR THE BACHELOR OF COMMERCE DEGREE

COURSE CODE: **BCB 408**

COURSE TITLE: **PERSONNEL TRAINING AND DEVELOPMENT**

DATE: THURSDAY, 14TH /12/2023 **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 4 printed pages. Please Turn Over.

Question One

Read the case study below and answer questions that follow:

Case Study

"Kicomi" a textile manufacturing unit located in the city of Nairobi with enough infrastructure and a good workforce. The organization is specialized in shirting and suiting particularly the supplies that are done in Kenya only. The organization is run by the CEO who is commonly known to be well educated, experienced, a businessman with a humane approach. Mr. Mukundi CEO "Kicomi" considered the employees as a competitive advantage of his organization and want to keep the workforce always updated to face the challenges from their competitors.

Mr. Mukundi, who heads the production himself, developed an efficient top management group which includes Mr. Prem heading marketing, Mrs. Maina leading HR and T & D, Mr. Vaidya leading finance. All these department heads are always been supportive heads for the ideas of Mr. Mukundi in handling the workforce. Mr. Mukundi always quotes that "I believe that satisfied, educated, the dedicated workforce will be a key to success at any condition to any organization. Money spent on employees will always be an investment for my organization." Training and development become a day to day activity in the organization. Employees are being trained by well-versed trainers in that area. The organization also encourages the employees to do further studies as part of the career development program and they get a helping hand from the organization.

The employees of Kicomi are very much satisfied with this kind of support from the organization and they realized that being with Kicomi their personal growth will be assured. Because of the above things Kicomi had many advantages like highly trained and qualified workforce, highest quality of supplies assured, less rate of attrition, dedicated workforce, meeting the targets on time, satisfied workforce, etc. One day the employees of Kicomi were in deep Grief when the news hit the office that Mr. Mukundi CEO made an announcement, ''Dear employees. You all are my colleagues rather than my employees. I always feel that I am one of you with more responsibility. Now my age is not allowing me to shoulder that responsibility, I wish to give way to my younger generation. So I have decided to handover the charge to Mr. Mithuni, My only son, who had completed his studies and returned to Kenya. I know you all will be with him as a pillar and extend your support, in the same manner, you supported me. Without you people, this organization would not have reached these heights. I am sure you all will support him''.

Now it has been three months since Mr. Mithuni took charge and from day one he started auditing in almost all the departments with a motto to reduce cost. And he got a strong statistics that the compensation is the highest cost bared by the company compared to any other cost incurred in the organization.

Mithuni called Mrs. Maina the head HR and told her "Mrs. Maina, I need an immediate action plan to reduce the labor force by 30% by way of Lay-off" he continued, "Maina I hope you are getting my point and I want it to happen soon". Mrs. Maina got shocked by listening to this decision and said to Mr. Mithuni that, " Sir it is my responsibility to tell you that the workforce

which we have is an excellent, well trained, loyal and self-motivated workforce. In case of lay off such the competitors will take advantage of that. We can think of other options rather than Layoff."

Mr. Mithun was not in a position to listen to her words he said that "sorry Mrs. Maina I am not ready to review my decision and neither want any alternatives for this I want this work to be done within a week". Finally, with all her regrets Mr. Maina reduced the workforce by 30%. On the other hand, the employees who were waived from Kicomi joined the competitors with a better package.

One day in his office Mr. Mithuni was discussing with Mrs. Maina that the cost of labor in the organization has been reduced to a great level which increases the net profit also. After listening to this Mrs. Maina said that "it is well-said sir, we have reduced the labor cost and increased the profit but it is true that we have missed the great opportunity to grow more by losing our wealth to the competitors".

(a) "Employees are the competitive of the advantage of Kicomi" comment on this statement relating to the approach of Mr. Mukundi CEO. (10 marks).

(b) How do you judge the actions taken by Mr. Mithuni to reduce the cost of labor, was it really necessary? Support your response (10 marks)

(c) "We have gained the profit by losing our wealth". Discuss the statement of Mrs. Maina and support her statement (10 marks)

(d) From the above-said case find the opportunity which was missed by Kicomi due to the lay off as mentioned by Mrs. Maina (10 marks).

Question Two

(a) You have been appointed as a Human Resource Manager Explico Enterprises Limited, a company based in Mombasa. Your first assignment is to train members of staff.

Explain the steps to be followed in conducting the exercise successfully (10 marks).

(b) As a new Chief HR Manager of County Manufacturing Company Ltd, you have noted that many members of staff have not been promoted for over 15 years. In your meeting with senior management you agree that staff be promoted.

Explain the criteria to be used for the exercise with their merits and demerits (10 marks).

Question Three

(a) Explain the emerging issues in training and development in the 21st Century (10 marks).

(b) '' Career development is a waste of money for a company''. Do you agree or disagree? Discuss. (10 marks)

Question Four

(a) Wings to Fly Ltd, an enterprise employing 3000 workers has been reluctant to train its employees. The Human Resource Manager has approached you as a Consultant to advise him on how to formulate a suitable training policy.

Explain the aspects that should be covered in such a policy (10marks).

(b) Training Levy was established to assist firms in training their staff. Discuss the impact that the training levy has had in the training function in Kenya (10marks).

Question Five

(a) Briefly explain the ways by which employees are separated from organizations. (10 marks)

(b) You are in the process of improving staff careers. Explain the prerequisites for successful career planning that guide you in the exercise (10 marks).