



MACHAKOS UNIVERSITY

University Examinations 2021/2022 Academic Year

SCHOOL OF BUSINESS, ECONOMICS, HOSPITALITY AND TOURISM MANAGEMENT

DEPARTMENT OF BUSINESS ADMINISTRATION AND FINANCE

THIRD YEAR FIRST SEMESTER EXAMINATION FOR

BACHELOR OF COMMERCE (HRM OPTION)

BBA 309: TRAINING AND DEVELOPMENT

DATE: 22/8/2022

TIME: 2.00-4.00 PM

INSTRUCTIONS

Answer Question **One** (**compulsory**) and any Other **Two** Questions

QUESTION ONE (COMPULSORY) (30 MARKS)

- a) You have been hired as a consultant to guide an organization through performance management initiatives. The management invites you for a discussion on the same. Detail to them the key steps of performance management process. (10 marks)
- b) As a human resource consultant, you have been requested to advise the HR department of a medium sized company engaged in manufacturing and marketing of consumer non-durable products to develop training and development programmes. Advise them on the steps that they should follow when preparing and implementing a training programme. (10 marks)
- c) Detail the stages of career development according to Decenzo and Robbins (2008). (10 marks)

QUESTION TWO (20 MARKS)

- a) Discuss any five approaches to management development highlighting two merits and two demerits of each (10 marks)
- b) Explain the benefits of training from the view point of an enterprise and that of its employees (10 marks)

QUESTION THREE (20 MARKS)

- a) Career planning is the responsibility of a number of stakeholders. Identify each stakeholder and their responsibilities in this exercise.
(10 marks)
- b) One of the roles of human resource practitioners is to guide employees on career pathing to avoid career plateauing.
- i. Discuss the basic steps in this undertaking. (6 marks)
- ii. Explain any four interventions that can help rehabilitate ineffective plateauers.
(4 marks)

QUESTION FOUR (20 MARKS)

Write short notes on each of the following theories of training and development and show its application in organizational context.

- a) Theory of experiential learning (5 marks)
- b) Theory of learning types (5 marks)
- c) Social learning theory (5 marks)
- d) Reinforcement theory (5 marks)

QUESTION FIVE (20 MARKS)

- a) Discuss any four theories of adult learning. (8 marks)
- b) Explore any eight principles of adult learning. (8 marks)
- c) Explain four challenges of adult learning. (4 marks)