



**KIBABII UNIVERSITY COLLEGE**

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**UNIVERSITY EXAMINATIONS**

**2013/ 2014 ACADEMIC YEAR**

**SPECIAL/SUPPLEMENTARY EXAMINATION**

**FIRST YEAR SEMESTER 1 EXAMINATIONS**

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

**COURSE CODE: HRM 803**

**COURSE TITLE: HUMAN RESOURCE DEVELOPMENT**

**DATE: 24<sup>th</sup> September 2014**

**TIME: 9.00.A.M. -12.00.NOON**

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**Instructions to Candidates**

- Answer question ONE (compulsory) and any other THREE questions
- Question ONE attracts 40 marks
- Time allowed is THREE hours
- All other questions attract equal marks (20 marks)

## QUESTION ONE

Read the case study below and answer questions that follow

### CASE: GOOD TIMES RESORT LTD

Good Times Resort Ltd has classic tourist hotels which are located in various parts of Kenya. The Company has been in existence for the last 15 years. Mr. Kobe, the owner of these hotels has built them through sheer hard work. He has no formal training in the hotel industry and most of what he has achieved was through trial and error and personal contact with people in the industry. The Spark Motel, one of the Good times Resorts, located on the Western slopes of Mt. Kenya, caters for people who like nature. Its panoramic view, combined with an exotic fauna and flora, is a sight to behold. When walking in the resort's well-manicured flower gardens, one feels like he or is travelling through creation itself. It is no wonder that the resort has been nicknamed the "honey mooners rendezvous."

The company recruits its workers from newly graduated students from Utalii College and retains them on the job. The company's policy on matters of promotion and management succession is to identify and prepare existing staff rather than recruit outsiders. In order to accomplish this, the company has an in-house appraisal scheme which identifies who is to be promoted. Recently there has been a lot of grumbling and criticism from both the managers and other employees. They argue that the criteria used is on mere personality rather than job oriented. In addition the workers also argue that the appraisal scheme used is far removed from the fast changing conditions of robust tourist industry.

Mr. Kobe has discussed this with the Human Resource Manager who has agreed to revisit the appraisal scheme. In the meantime, the company introduces job rotation for all staff. This has also not augured well with workers and has resulted in poor performance and low morale. One of the senior supervisors has been heard retorting that, "you cannot pick on the best driver and ask him to work at the front office".

- (a) Exhaustively explain the challenges facing Good Times Resort Ltd? (10 marks)
- (b) As a Human Resource Management Consultant, explain a staff appraisal scheme that would be suitable for the Good times Resort Ltd (10 marks)
- (c) As a Human Resource Management Consultant how best do you advise Good Times Resort Ltd to better its performance and improve employees' morale (10 marks)
- (d) Critically, comment on the statement, "you cannot pick on the best driver and ask him to work at the front office" (10 marks)

## QUESTION TWO

- (a) You are the Assistant Superintendent for Human Resources in your organization that is experiencing a shortage of qualified staff and other employee applicants. You have scheduled a meeting with the administrative staff and the support staff in order to elicit their assistance in recruiting applicants. Outline, in writing, your presentation and develop five discussion questions that will help you interact with them about this issue  
(10 marks)
- (b) As a Human Resource Management Consultant you have been invited by the Training Manager of Mumias Sugar Company Ltd to give a speech on how to determine the training needs in various organizational situations. Outline how you will determine the training needs including the main points on the types of analysis involved. (10 marks)

## QUESTION THREE

- (a) Makutano country has continually increased its Education budget over the past years. However, this has not reduced the training budget of the various organizations in the country. Explain the need for both training and education for Makutano country.  
(10 marks)
- (b) Kakamega Oils Limited has approached Wakoko Human Resource Consultants, a training consultancy firm, to effect a systematic training programme for its branches in the African Region. Describe steps of designing a systematic training process that the team should follow  
(10 marks)

## QUESTION FOUR

- (a) You have been appointed as training and Development Manager of a highly competitive company which operates in East and Central Africa. The Board of Directors decided that you train all the employees to cope with emerging trends in the business environment. Analyze to them the features of a learning organization .  
(10 marks)
- (b) Nzioa Sugar Company Ltd has contracted Wamali HR Consultants, to implement the company's management development programme. Describe the process that he should follow to achieve the objective  
(10 marks).
5. Evaluate the nature and importance of theories of learning in the development of programs  
(20 marks)