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3808/203
TRAINING AND DEVELOPMENT
July 2015
Time: 3 hours

Candidate's Signature _____

Date _____



THE KENYA NATIONAL EXAMINATIONS COUNCIL

HIGHER DIPLOMA IN HUMAN RESOURCE MANAGEMENT

TRAINING AND DEVELOPMENT

3 hours

INSTRUCTIONS TO CANDIDATES

Write your name and index number in the spaces provided above.

Sign and write the date of examination in the spaces provided above.

This paper consists of SIX questions.

*Answer **Question 1** and any other **THREE** questions in the spaces provided in this question paper.*

*Question 1 carries **40** marks while all other questions carry **20** marks each.*

*Do **NOT** remove any pages from this question paper.*

Candidates should answer the questions in English.

For Examiner's Use Only

Question	1	2	3	4	5	6	TOTAL SCORE
Candidate's Score							

This paper consists of 16 printed pages.

Candidates should check the question paper to ascertain that all the pages are printed as indicated and that no questions are missing.

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Turn over

1. *Read the case below and then answer the questions that follow.*

ZAHATI MANUFACTURERS LIMITED (ZML)

Zahati Manufacturers Limited is a Kenyan-based organization that was founded in 1992 to manufacture fast-moving consumer goods. It was established by a group of local entrepreneurs who opted for early retirement from their employment. Its head-quarters is based in Nairobi's industrial area. It has at least one branch in each of the major towns in the country. This organization has over 2,000 employees who are hired on permanent and pensionable terms. These employees work in departments which include: Engineering, Information Communication Technology (ICT), Marketing, Production and Human Resource Management.

ZML operates in a highly competitive business environment. This environment makes it necessary to have a highly innovative and dynamic workforce. This enables the organization to keep abreast with the ever-changing production technologies as well as the unpredictable tastes and preferences of its vast customer base. To ensure that the organization is aligned with the existing market conditions, the management has attached great importance to employee training and development. The organization has thus put in place a comprehensive training strategy. This strategy contains a comprehensive statement of intent. The strategy provides a basis for developing training plans and programmes as well as the justification for the training budget. The strategy also provides the guidelines on the modes of training to be used and the training philosophy behind it.

As a consequence of this emphasis on training, the organization has become a regionally renowned entity. It has been scooping 'The Best Provider of Employee Training Award' every year for the last 10 years. Last year, Miss Zawadi the Training and Development Manager for the organization was also recognised for her contribution to training during the Workplace Training and Development Award ceremony. The ceremony is an annual event that is sponsored by the National Industrial Training Authority aimed at promoting corporate training culture in the country. In her brief address, Miss Zawadi remarked that 'it has been demonstrated that investing in corporate training pays dividends in terms of enhanced staff competence, improved work quality and increased productivity'. She also paid tribute to the government for having put in place legislation that promotes employee training and development.

ZML uses various approaches to train its subordinate staff. These approaches vary significantly from the training techniques used for the management staff. For instance, the lower-cadre staff are often placed under the charge of a qualified senior worker where they learn methods of work through observation and actual performance of the work. To promote a culture of innovativeness among the subordinates, the management also encourages the trial and error method. A worker who makes an error is expected to learn from the error.

In addition to the on-the-job training offered, the workers are also taken through classroom training. The trainers make extensive use of training aids. This is in an attempt to enhance the effectiveness of the learning process among the subordinates. Such aids are chosen carefully to ensure that they are relevant and that they meet the specific needs of the learners.

With reference to management training, ZML uses networked and web-based technology. This facilitates the delivery and administration of learning via computers. Managers are able to log in to the organization's learning portal at any time. They can also learn at their own pace. However, the managers have to meet their training and development specialists regularly in the virtual centres found in the regional offices. This accords them the opportunity to have practical, face-to-face sessions. These sessions are aimed at providing reinforcement through post-event discussions. To enhance the effectiveness of this mode of training, the training and development specialist has developed certain guidelines for the learning process aimed at ensuring that:

The programmes and the content are relevant

Learners clearly understand the learning goals

Learners choose their learning pace

Learners reflect on what they are learning by reference to their own experiences

The programmes are constructed in incremental steps and presented in 'bite-sized chunks' known as modules, each with clear expectations and outcomes.

Learning goals are embedded to performance objectives.

ZML holds an annual performance review for its employees. During this exercise all the employees are involved in setting their career goals as well as identifying their training needs. Such needs may often be informed from employee deviations from set performance targets. Any performance gaps are addressed through structured coaching sessions with respective managers. This practice has rendered it unnecessary to carry out training needs analysis (TNA) in the organization. The management is also reluctant to carry out a TNA because of the many challenges associated with such an exercise.

- (a) Explain the factors that may have influenced ZML to develop a training strategy for its workers. (10 marks)
- (b) Explain the ways in which training aids used in the training of subordinate staff at ZML have enhanced the learning process. (10 marks)
- (c) Explain the reasons that may have influenced the choice of the method used in the management training development process. (10 marks)
- (d) Examine the factors that may account for the reluctance by the Human Resource department to carry out training needs analysis (TNA). (10 marks)

2. (a) Mwitha was recently hired by a large corporation as a training officer in the firm. Explain the role he will be expected to play in order to enhance the effectiveness of the training exercises that he will undertake. (10 marks)
- (b) Many training programmes fail to achieve their objectives. Explain the reasons that may account for such failure. (10 marks)
3. (a) The National Industrial Training Authority (NITA) is expected to play a crucial role in the realization of Kenya's goals of industrialization by 2030. Explain the ways in which it is expected to do so. (10 marks)
- (b) Mwepesi Limited encourages the use of formal employee training programmes for its employees. Outline the characteristics of such a programme. (10 marks)
4. (a) Highlight the assumptions of Knowles' Theory of Andragogy in relation to the design of an adult learning training programme. (12 marks)
- (b) Describe the stages of career counselling that an employee should undergo during his working life. (8 marks)
5. (a) The role of the trainer in an experiential learning environment should be to facilitate such learning. Explain the ways in which the trainer would fulfil this role. (10 marks)
- (b) Explain the criteria that may be used to evaluate the effectiveness of career management in an organization. (10 marks)
6. (a) One of the measures undertaken by the Government of Kenya to facilitate employee training in the country is the imposition of the training levy to employers. Explain the positive impact that this levy may have made on employee training in the country. (10 marks)
- (b) Mwiti, a newly recruited training and development manager at Tidi Limited intends to create a learning organization culture in the firm. Explain the factors that may make it difficult for him to achieve this objective. (10 marks)