

3808/203
TRAINING AND DEVELOPMENT
July 2016
Time: 3 hours



THE KENYA NATIONAL EXAMINATIONS COUNCIL
HIGHER DIPLOMA IN HUMAN RESOURCE MANAGEMENT

TRAINING AND DEVELOPMENT

3 hours

INSTRUCTIONS TO CANDIDATES

*This paper consists of **SIX** questions.
Answer **Question ONE** any other **THREE** questions.
Write your answers in the answer booklet provided.
Candidates should answer the questions in English.*

This paper consists of 4 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.*

PANGONI LIMITED

Pango has been an employee of Pangoni Limited for the last fifteen years. He is a graduate with a Bachelor of Education degree. He joined the firm after having worked as a teacher in a secondary school in one of the remote parts of the country. His main motivation for joining the firm, apart from the relatively higher pay package, was the prospect of leaving the desolate and remote area for the modern city of Nairobi.

He found Pangoni Limited to be a fairly large organization. The firm was in the publishing industry, concentrating mainly in the publication of school textbooks. Some of its books were already recommended reading for both primary and secondary level national examinations. The atmosphere around the company premises was therefore definitely academic and Pango felt awed, inspired, elevated and at the same time intimidated. He was hired as an editorial assistant in charge of publications in the field of humanities.

Pango settled easily in his job. He became quite good at doing what was required of him and always completed his work in time. However, he fell into the trap of enjoying the good life of Nairobi and had little time for personal development. In the fifteen years that Pango has worked at Pangoni Limited, he has only been promoted twice. This is despite the fact that between the Chief Executive of the firm and the position at which he entered the firm, there are five other positions.

Pango was shaken out of his complacency when Malkia, who joined the firm seven years after him, became his boss. That was one year ago. Malkia's entry point into the firm was one grade lower than that of Pango. What he did not realize was that Malkia was a go-getter. On joining the firm straight from university, she enrolled for evening classes. Within two years, she acquired a masters degree in a field very relevant to her field. She had undertaken the course at her own expense and only got recompense on producing her masters certificate. She did not settle for that certificate. At her own expense, she acquired certificates in public relations, counselling, customer care and project management among others. She also attended every company workshop and seminar. Her colleagues used to joke that she never heard of a course that she did not want to attend.

When Pango realized that Malkia had become his boss, he became very depressed. He believed that he was very good at his work and deserved to be much higher in the organizational hierarchy. He therefore decided to confront the Human Resource Manager about the issue.

The Human Resource Manager, Rohosafi, listened to the rumblings of Pango calmly. He did not react even when Pango insinuated that Malkia could have been promoted because of her good looks and feminine charm. After Pango had finished speaking, Rohosafi calmly pointed out to him the realities of life-at-work. He told him that to a large extent, progression at work depended on one's training and skills upgrading. To get to certain levels, it was mandatory that one has a masters degree qualification. Pango was very surprised to hear that additional training gave a person competitive advantage in the career path at Pangoni. When Pango complained that the company had never taken him for any training, he was calmly informed that all training was on the initiative of the individual employee, and that this information is available in the company policy documents.

During the meeting, it became apparent that Pango even shunned participating in in-house training workshops, believing that he did not actually need them. However, he was informed that in most cases these in-house training programmes were part of the broader management development programme of the firm. He was encouraged to participate in such programmes.

Subsequently, Pango was nominated for, and attended a one-week residential training workshop in a remote but very comfortable hotel. Although he was at first apprehensive about the relevance of the course, he was pleasantly surprised at how fast the one week flew by. The course was action packed with a lot of interactions and participation. There were no know-it-all lecturers and learning was by sharing experiences and inferences from real-life situations. Sessions were adjustable to prevailing circumstances. Pango enjoyed himself thoroughly.

1. (a) Identify **four** ways in which Pango failed to take charge of his own career development in the firm. (8 marks)
 - (b) Highlight **six** limitations of the managerial development approach adopted at Pangoni Limited for its workers. (12 marks)
 - (c) Outline **four** personal development initiatives taken by Malkia that gave her a competitive edge over Pango. (8 marks)
 - (d) There are certain aspects of adult training that may have been infused in the training workshop attended by Pango to make it attractive. Highlight **six** such aspects. (12 marks)
2. (a) Janet, the Training Manager at Netforce Limited, is organizing a training workshop for employees in the firm. Explain **six** factors that she should consider when selecting the training method to be used in the workshop. (12 marks)
 - (b) One of the approaches that may be used in adult training is the reinforcement approach. Highlight **four** intervention strategies that may be used for behaviour modification in this approach. (8 marks)

3. (a) Explain **six** benefits that an organization may derive from undertaking the training of its employees. (12 marks)
- (b) The Human Resources Manager of a certain firm intends to use job-site methods of training for its employees management development programme. Outline **four** such methods that the manager may use in the training. (8 marks)
4. (a) The Training Manager at Maju Limited intends to gather information on the training needs of employees through individual analysis. Explain **five** methods that he could use to gather the information. (10 marks)
- (b) Explain **five** circumstances under which a firm may choose to conduct external training for its employees. (10 marks)
5. (a) Highlight **five** factors that may limit the effectiveness of an organization's management development initiatives. (10 marks)
- (b) A line manager in an organization has certain responsibilities in relation to the training of employees in the firm. Explain **five** such responsibilities. (10 marks)
6. (a) Outline **five** responsibilities of the National Industrial Training Authority of Kenya (NITA) in relation to the training of workers in the country. (10 marks)
- (b) Highlight **five** responsibilities of a Human Resources Manager in the career planning for employees in an organization. (10 marks)

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