

3808/203
TRAINING AND DEVELOPMENT
November 2011
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 **1** and any other **THREE** questions.
Question **1** is **COMPULSORY** and carries 40 marks.
The remaining questions carry 20 marks each.*

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.

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

(40 marks)

APEX SYSTEMS LIMITED (ASL)

Apex Systems Limited (ASL) is a company that trades in several products - both domestic and imported. Nearly 80 per cent of its turnover comes from the sale of electronic component products which are assembled locally from imports of semi-knocked-down kits (SKD Kits) from the country of Banda. The company was started ten years ago by two brothers Onyango and Mwangi after they were retrenched from the ministry of trade. In the first five years of operation the company had been operating in a seller's market and as a result, most of its activities were production oriented rather than market oriented.

During the year 2005, the country of Banda took several policy measures as part of its economic liberalisation strategy. All imports had to be financed by exports. There were restrictions on margin money and interest rates for working capital had shot up at one stroke. It became very expensive to import SKD kits from the country. With little export income in its account, ASL had no choice but to discontinue importing SKD kits.

The company management with its 300 work force had three options before them:- First to build up its domestic trading activity rapidly second, to assemble at least a few of the component products from raw materials sourced locally and third, pursue after-sales service aggressively both to generate revenue in the short-run and to establish an enduring client-base for the company's products in the long run. This meant that the survival of Apex Systems Limited depended on how quickly it could train its staff to become market-centred and customer friendly in their approach to business. Mr Kamar the recently employed Training Manager, was feeling uneasy at the end of his first meeting with Mr. Pesu, the Managing Director of the company and the two proprietors. From the meeting he gathered that the Managing Director and the two proprietors had a joint conviction that the days of easy revenue were gone and that the company needed to compete in the market through aggressive marketing. They believed that this could be achieved through intensive training of its staff. Though the management felt that there was no need for non-technical training, the prevailing environmental conditions forced them to allocate resources for the training of sales people and other employees.

The meeting resolved as follows:-

- (i) That the Training Manager develops an all-inclusive training policy as a human resource development strategy.
- (ii) That the Training Manager develops a training schedule and communicates the same to all employees.
- (iii) That the Training Manager develops appropriate management development programmes as well as succession plans.
- (iv) That all training programmes be designed in accordance with the principles of adult learning.

Over the next few days, Kamar got busy evolving specific training packages for employees, shop-floor supervisors, administrative staff, senior functional executives and an intensive module for field salesmen. Deciding to start with the salesmen first, he met the Sales Manager to ask him to release 10 salesmen for a training session the next day. The Sales Manager was sceptical and only half-heartedly consented to release people for a two-day training.

The session was a disaster. No one showed any interest in the proceedings. In fact, one of the salesmen came up to him during the coffee break and said, "You see, all this is a waste of time. Take the client for a drink and you get the sale. It is as simple as that. It has worked in the past and it will work in the future." Kamar laughed it off but the message had been delivered.

The attendance for the second day session was low. This lack of interest was again obvious at the session for workers next day. The Sales Manager who had originally agreed with the idea was vague about the absence of so many workers at the training session. "They are sick I believe" he said, making no attempts to hide his feeling that to him the whole thing was a big joke.

Kamar had encountered such resistance in the company where he had worked earlier. He also knew that his training capsule was very effective. He was aware that training needs were universal for all companies and so were the training techniques which were easily transferable from one set of working conditions to another and from one industry to another. He also knew that he had the aptitude and interest to become a professional trainer. But alas, he wondered why he was not succeeding at Apex Systems Limited.

- (a) Advise Kamar on the strategies he should adopt in order to succeed in training the employees of Apex Systems Limited. (10 marks)
 - (b) Explain the reasons that made Mr. Kamar feel uneasy at the end of his first meeting with the management. (10 marks)
 - (c) Analyse the elements that Kamar should include in the training policy in order to enhance the effectiveness of training at Apex Systems Limited. (10 marks)
 - (d) Advise Kamar on the formal approaches to management development that he may adopt at the company. (10 marks)
2. (a) The Training Manager at Mbaka Manufacturers has proposed that his organization adopts the investors in people standard in order to encourage the management to take training more seriously and improve the company's levels and quality of training. Evaluate the principles under which such a standard may be based. (10 marks)

- (b) The success of management development in an organization largely depends on the roles played by the Human Resource Manager as a human resource development specialist. Analyse such roles. (10 marks)
3. (a) The industrial training Act cap 237 of the laws of Kenya provides for the creation of the National Industrial Training Council. Examine the duties of the council as stipulated by the Act. (10 marks)
- (b) The Training Manager at Duka Enterprises intends to conduct an evaluation on the newly introduced training programmes for its line managers. Explain the benefits that the organization may realise from such a move. (10 marks)
4. (a) The Human Resource Manager at Quickworks Manufacturers and Exporters Limited has recommended the use of assessment and development centres in improving the performance levels of their employees. Examine the benefits that the organization may realise from the use of such centres. (10 marks)
- (b) The Managing Director of Kabazi Limited recently requested the Human Resource Manager to put appropriate measures in place to ensure that the company becomes a "learning organization". Advise the Human Resource Manager on the practice he may adopt to realise this objective. (10 marks)
5. (a) The Training Manager at Nyawa Ceramics Industries has emphasized the need to observe the principles of adult learning when designing training programmes. Explain the reasons for this emphasis. (10 marks)
- (b) The Human Resource Manager at Twala Holdings has proposed the implementation of Management development programmes in his company. However, the Managing Director is sceptical about the proposal. Explain the reasons for the Managing Director's scepticism. (10 marks)
6. (a) The Human Resource Manager at Kwetu Manufacturers has proposed to develop a career enrichment toolkit, to assist the employees understand their career paths. Explain the benefits that the employees of the organization will realise from such a move. (10 marks)
- (b) The Training Manager at Kori Company limited intends to conduct a training needs assessment before designing a training programme for the employees of the organization. Analyse the significance of such an exercise. (10 marks)