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**GARISSA UNIVERSITY**

**SCHOOL OF BUSINESS AND ECONOMICS**

**DEPARTMENT OF BUSINESS MANAGEMENT**

**COURSE TITLE: HUMAN RESOURCE DEVELOPMENT**

**UNIT CODE: BBM 467**

**EXAMINATIONS OF AUGUST 2021**

**QUESTION ONE (30MKS)**

Training needs Analysis identifies individuals' current level of competency, skill or knowledge in one or more areas and compares that competency level to the required competency standard established for their positions or other positions within the organization. The difference between the current and required competencies can help determine training needs. Rather than assume that all employees need training or even the same training, management can make informed decisions about the best ways to address competency gaps among individual employees, specific job categories or groups/teams.

Analysis can be conducted at any time but are often done after hiring, during performance reviews, when performance improvement is needed, for career development plans, for succession planning, or when changes in an organization also involve making necessary changes to employees' jobs. It is beneficial to perform these Analysis s periodically to determine the training needs of an organization, employees' knowledge and skills, and also training program effectiveness.

Assam Company has over 350 employees. The organization existed for more than 30 years. There are a lot of job related accidents that occur frequently. Employees are complaining that relevant trainings were not done for a long time. The Company has decided to organise a training for its employees because its competitor is doing the same. They got a copy of the training program of the other company. They used the same without changing anything. The training took three days. Few months after the training, nothing has changed at Assam Company while in the other company, the market share has grown and they have attracted more customers.

1. In your opinion, why do you think the training at Assam was not successful (3mks)
2. Discuss the stages of conducting Training needs Analysis that Assam company should have done (8mks)
3. Assam Company did not conduct performance gap analysis. You were called in to advise them. Explain FIVE performance gap analysis tools (10mks)
4. ‘The difference between the current and required competencies can help determine training needs’ Discuss. (6mks)
5. Apart from lack of training, enumerate three other causes of job related accidents. (3mks)

**QUESTION TWO**

1. Differentiate, citing examples, between ‘Training and development’ (2mks)
2. Abdulaziz Company is planning to develop a training policy for its organization. You were hired as a consultant. Describe the points you need to consider when developing a training policy (10mks)
3. ‘Designing of training is like writing a recipe, developing is like cooking the meal, and implementation is setting the table, ringing the dinner bell, and eating the food’. Discuss the steps in training implementation. (8mks)

 **QUESTION THREE**

1. Define the concept ‘training philosophy’ (2mks)
2. Human resource development is the integrated use of training, organization, and career development. Discuss the importance of Human Resource Development in an organization (10mks)
3. ‘On-the-job training, also known as OJT, is a hands-on method of teaching the skills, knowledge, and competencies needed for employees to perform a specific job within the workplace’ elaborate. (8mks).

**QUESTION FOUR**

1. Explain the steps involved in evaluating a training program (10mks)
2. Discuss FIVE methods of training employees in an organization (10mks)

**QUESTION FIVE**

1. The Employment and Labour Relations court is established in pursuant of Article 162 (2) (a) of the Constitution of Kenya 2010. Discuss four legislations governing training and development in Kenya (8mks)
2. Discuss FIVE objectives of training and Development (10mks)
3. Enumerate two emerging issues in Human Resource Development (2mks)