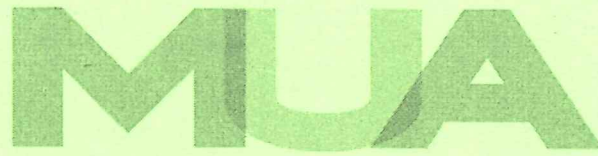


The
Management
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF COMMERCE

HRM 311 : TRAINING AND DEVELOPMENT

DATE: 30TH JULY 2024

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the case study below carefully and answer the questions that follow:

HUMAN RESOURCE DEVELOPMENT AT PASTEUR

Recognizing the continuous dynamics of the high-tech industry, Pasteur has been a strong supporter of employee development. With approval of the immediate supervisor, Pasteur encourages employees to attend training seminars, and tuition reimbursement is available for college-level courses that are related to the employee's job. Apprenticeship programs have been an essential part of the training where the young trainees spend three days a week at work and two at school. In-house training is conducted regularly to ensure all employees are up-to-date on sexual harassment, safety procedures and human resource management policies. Mentorship and coaching are also a common feature of employee training and development at Pasteur.

Other types of training are conducted on a needs basis. In most cases, the training programs are developed and facilitated by members of the Human resource development function who are well equipped to train. When the training goes beyond this expertise, the organization hires outside facilitators.

Managerial level staff are also not left behind when it comes to training. Their training focuses particularly on supervision skills and decision making. This is aimed at improvements in people skills and consistent implementation of Pasteur policies across departments. It also focuses on leadership development that equips managers to be able to mentor and coach their employees. The trainings have been well received by both management and staff as each is able to understand the benefits accruing from the same.

Required:

- a) Assess five benefits of training and development that is taking place at Pasteur (10 marks)
- b) Evaluate five reasons for engaging in management development at Pasteur (10 marks)
- c) Examine five methods that are used to train the staff at Pasteur (5 marks)

QUESTION TWO

- a) Evaluate five principles of effective training and learning (5 marks)
- b) Describe the four stages depicting the cyclical nature of experiential learning as propounded by David Kolb (10 marks)

QUESTION THREE

- a) Analyse five advantages of job rotation as a training method (5 marks)
- b) Examine five formal approaches to management development (10 marks)

QUESTION FOUR

- a) Evaluate five advantages that accrue to an organization that engages in career management (10 marks)
- b) Write concise explanatory notes on the "virtual classroom" (5 marks)

QUESTION FIVE

- a) Examine five responsibilities of the National Industrial Training Authority (NITA) (10 marks)
- b) Assess five challenges encountered when carrying out training and development (5 marks)

QUESTION SIX

- a) Describe five steps in the performance appraisal process (10 marks)
- b) Evaluate five reasons that make it necessary for managers to carry out training needs analysis prior to the training (5 marks)

