

The  
Management  
University  
of Africa



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**UNDERGRADUATE UNIVERSITY EXAMINATIONS**

**SCHOOL OF MANAGEMENT AND LEADERSHIP**

**DEGREE OF BACHELOR OF COMMERCE**

**HRM 311: HUMAN RESOURCE TRAINING DEVELOPMENT**

**DATE: 10<sup>TH</sup> APRIL 2026**

**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:**

**NICE FOODS TRAINING AND DEVELOPMENT**

Nice Foods is the world's leading food company, with over fifty years' history and operations in virtually every country in the world. The most important part of Nice Foods's business strategy and culture is the development of human capacity in each country where they operate. Learning is an integral part of Nice Foods's culture. The willingness to learn is an essential condition to be employed by Nice Foods. First and foremost, training is done on-the-job. Counselling and coaching is part of the responsibility of each manager and is crucial to make each one progress in his/her position. Formal training programs are generally purpose-oriented and designed to improve relevant skills and competencies. Therefore they are proposed in the framework of individual development programs and not as a reward.

Most of Nice Foods's training and development programs assume a good basic education on the part of employees. However, in a number of countries, they have decided to offer employees the opportunity to upgrade their essential literacy skills. A number of Nice Foods companies have therefore set up special programs for those who, for one reason or another, missed a large part of their elementary schooling. These programs are especially important as they introduce increasingly sophisticated production techniques into each country where they operate. As the level of technology in Nice Foods factories has steadily risen, the need for training has increased at all levels. Much of this is on-the-job training to develop the specific skills to operate more advanced equipment. But it's not only new technical abilities that are required. It's sometimes new working practices. For example, more flexibility and more independence among work teams are sometimes needed if equipment is to operate at maximum efficiency. Apprenticeship programs have been an essential part of Nice Foods training where the young trainees spent three days a week at work and two at school. Positive results observed but some of these soon ran into a problem. At the end of training, many students were hired away by other companies which provided no training of their own.

**Required:**

- a) Assess the forms of on- the-job training that are carried out at Nice Foods  
**(10 marks)**
- b) Evaluate the objectives of employees' training and development at Nice Foods  
**(10 marks)**
- c) Examine five challenges that are likely to be experienced when carrying out training and development at Nice Foods  
**(5 marks)**

## QUESTION TWO

- a) Evaluate five benefits that are likely to accrue to employees who undergo training in an organization  
**(5 marks)**
- b) From the perspective of andragogy, evaluate five ways in which adult learners differ from children  
**(10 marks)**

## QUESTION THREE

- a) Evaluate five merits of the job instruction method of employee training  
**(5 marks)**
- b) Human resource managers together with those in charge of learning and development have an important role to play in management development. Assess five such roles  
**(10 marks)**

## QUESTION FOUR

- a) Evaluate five most successful career management practices used in organizations  
**(10 marks)**
- b) In recent past, e-learning has become a very popular mode of training employees in organization. Discuss the reasons for this popularity  
**(5 marks)**

## QUESTION FIVE

- a) Examine five functions of the National Industrial Training Board  
**(10 marks)**
- b) Elaborate five of the trainings that are carried out in organizations  
**(5 marks)**

**QUESTION SIX**

- a) Examine five ways through which performance management influences training and development in organizations **(10 marks)**
- b) Assess five external forces that could act as pointers towards training needs in an organization **(5 marks)**