



PAN AFRICA CHRISTIAN UNIVERSITY
SCHOOL OF LEADERSHIP, BUSINESS & TECHNOLOGY
END OF SEMESTER EXAMINATION FOR THE DEGREE OF
BACHELOR OF BUSINESS LEADERSHIP
BACHELOR OF COMMERCE
BACHELOR OF BUSINESS INFORMATION TECHNOLOGY
SEPTEMBER-DECEMBER 2019

CAMPUS: VALLEY ROAD

DEPARTMENT: BUSINESS STUDIES

COURSE CODE: BUS2453

COURSE TITLE: HUMAN RESOURCE DEVELOPMENT

EXAM DATE: MONDAY 2ND DECEMBER 2019

DURATION: 2 HOURS

TIME: 5:30PM-7:30PM

INSTRUCTIONS

- Read the instructions and questions carefully before you write the answers.
- Write your **STUDENT NUMBER** in the Answer Booklet given
- *Write clearly and legibly.*
- This exam script consists of **Six (6)** questions.
- Answer **ALL questions in SECTION A (compulsory)** and **Any other three (3)** questions from **SECTION B**
- *ALL PAC University's examination rules and regulations apply*

SECTION A: ANSWER ALL THE QUESTIONS {30 MARKS}

QUESTION ONE

Read the Case Study and answer the questions that follow

Tesco was founded in 1924. Over the past 79 years the company has grown and developed as the retailing market has changed. In the last seven years alone, Tesco plc has moved from being the number three UK retailer to being one of the top three international retailers in the world with 2,318 stores and 326,000 people. Tesco Academy designs and delivers training within the business. In the early summer of 2002 a team from Tesco Academy carried out a comprehensive review of existing policy in relation to training skills development. A decision was taken to implement a new approach to trainer development and training skills certification. It was regarded as very important that this new approach incorporated the very latest thinking and reflected modern adult learning principles.

Tesco Academy Director Nicola Steele explained that they wanted to work in partnership with a like-minded organization that had a proven track record in trainer development but was flexible and pragmatic enough to adapt to Tesco needs. After extensive research and investigations in both the UK and the USA, Tesco Academy approached The Training Foundation for their advice. Following an initial consultancy assignment, a tailored trainer development and certification scheme was devised within the framework of the Trainer Assessment Programme (TAP). The Training Foundation was then retained to deliver a programme of courses within the Academy portfolio. These courses were designed to meet the needs of those responsible for training design and for training delivery within the Academy and across the business. Certification is jointly provided by The Training Foundation and by Tesco Academy. Nicola Steele was delighted by the results. Feedback from the training has been very good from the outset. She reported that the trainers felt confident that they could design and deliver effective training interventions that met business objectives, increase knowledge and develop skill. They also found that the learning design and delivery skills they learned are easy to put into practice. Over the last 3 years over 140 Tesco training and line management personnel involved in up-skilling projects have attended training delivery and training design courses leading to TAP certification. These personnel were drawn from locations ranging from Eastern Europe to the North of Scotland.

A TAP certificate is a widely recognized qualification that is associated with high quality training. The firm decided to continue to work with The Training Foundation to run their training delivery and training design programmes.

- a) Describe the process of Training Needs Analysis(TNA) which the HRD managers at Tesco company put in place before commencing their training and development programme at:

- | | |
|----------------------------|------------------|
| (i) Individual level | (3 marks) |
| (ii) Departmental level | (3 marks) |
| (iii) Organizational level | (3 marks) |

- b) (i) Outline **five** objectives of Tesco's training programme (5 marks)
- (ii) Explain **six** adult learning principles the HRD managers considered in designing their training programme (6 marks)
- c) (i) Suppose the Tesco Company used the ADDIE model of instructional design methodology. Identify the key steps they followed to deliver a successful training as put by the company CEO (5 marks)
- (ii) Explain the role of continuous evaluation in the implementation of a training and development programme (5marks)

SECTION B: ANSWER ANY THREE QUESTIONS (30 MARKS)

QUESTION TWO

- a) Identify **four** on the job training methods used by most companies in the 21st century (4marks)
- b) Critically examine the benefits of e-learning for students (6 marks)

QUESTION THREE

- a) Outline the challenges faced in executing adult education programmes (4 marks)
- b) Explain the advantages of adult education compared to the education of young people (6 marks)

QUESTION FOUR

- a) Outline the reasons organizations design career development systems for their employees (4 marks)
- a) State the common career management challenges and suggest remedies to each challenge (6marks)

QUESTION FIVE

- a) Identify **four** performance biases committed by most evaluators (4 marks)
- b) Describe the steps followed in conducting a performance appraisal for employees (6marks)

QUESTION SIX

- a) State some Acts of Parliament governing education, training and research in Kenya? (4 marks)
- b) Explain **three** objectives of the Human Resources Development policy in the public service on training and development? (6 marks)