



*Inspiring Innovation and Leadership*

**KARATINA UNIVERSITY**  
**UNIVERSITY EXAMINATIONS**  
**THIRD YEAR, SECOND SEMESTER EXAMINATIONS**  
**2024/2025 ACADEMIC YEAR**

**FOR THE DEGREE OF:**  
**BACHELOR OF HUMAN RESOURCE MANAGEMENT**

**COURSE CODE: BHR 323**

**COURSE TITLE: ORGANISATIONAL LEARNING AND  
DEVELOPMENT**

**DATE: 2<sup>ND</sup> MAY 2025**

**TIME: 9.00AM – 11.00 AM**

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**INSTRUCTION TO CANDIDATES**

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## **INSTRUCTIONS**

Answer Question one and any other three questions

### **QUESTION ONE-COMPULSORY**

**Read the following case study and answer the questions that follow**

#### **RADISON Ltd**

Radison Ltd, a book publisher, realigned its publishing process with digitized training so that employees could onboard, learn in the flow of work, and continue to sharpen their skills. The switch to new publishing technology helped Radison Ltd to transform itself into a Learning Organization with an all-time high training engagement rate.

It had an in-person training portfolio that worked under one roof, but as the company grew to a global remote workforce, it needed a new solution. Its rapid growth meant that Radison Ltd needed a scalable solution that would help it digitize its training to be adept to the new e-publishing that had been brought about by change in technology. It enabled the employees to easily create and update literature, and make reading accessible and flexible the public.

Radison trained 50 digital clerks to create publishing platforms on print and electronic media with an easy-to-use authoring tool and transform a two-week in-person program into a blended learning program. Employees gauged the new training a success and indicated that they are now more at ease working in the new enterprise and methods of work. They also found the training content useful and relevant, engaging them to continue on the road to learning.

#### **QUESTION ONE**

- a) The E-publishing and reading brought in a new way of working. Describe four emerging trends in relation to learning and development (7 Marks)
- b) The organization used continuous learning to be able to adapt to the new technology. Evaluate four ways of creating a learning culture in the organization (6marks)
- c) Radison Ltd recognized the need for learning of its employees. Highlight any six reasons why this is important. (6 Marks)
- d) Radison Ltd emphasised on Learning and development to improve on its transformation during the new reading evolution. Analyse any three essential components of Learning and development it used. (6 Marks)

## **QUESTION TWO**

- a) Different techniques used in training personnel vary in the extent to which they utilize the principles of learning. Discuss psychological four principles of learning (8 Marks)
- b) Learning results in a relatively permanent change in an individual's behaviour. Evaluate any theory of learning, and explain its application in enhancing learning among employees (7 Marks)

## **QUESTION THREE**

- a) Organizations gain knowledge in one of the four organizational communities of learning. Examine the four communities within the organizational setting (8 Marks)
- b) Describe seven methods that encourage learning in the group situation (7 Marks)

## **QUESTION FOUR**

- a) Examine the strategic role of learning and development in HRM (7 Marks)
- b) Individuals have particular learning styles that they tend to adopt most naturally. Explain the categories of learning styles Kolb emphasized upon. (8 Marks)

## **QUESTION FIVE**

- a) Attitude change through learning occurs when learned responses are modified through experience, self-observation and reflection. Analyse four factors that have caused changes in attitude towards learning. (8 Marks)
- b) A learning organization helps its employees see the larger picture, not just what immediately lies ahead. Describe four characteristics of a learning organization (7 Marks)

## **QUESTION SIX**

- a) By examining the concept 'Learning philosophy', explain how a manager can build a learning philosophy for his/her organization (7 Marks)
- b) Discuss the four phases required to create an effective learning and development process (8marks)