



KARATINA UNIVERSITY

UNIVERSITY EXAMINATIONS

SECOND YEAR, FIRST SEMESTER EXAMINATION

2023/2024 ACADEMIC YEAR

FOR THE DEGREE OF:

BACHELORS OF HUMAN RESOURCE MANAGEMENT

COURSE CODE: BHR 214

COURSE TITLE: TRAINING AND DEVELOPMENT

DATE: 20/12/2023

TIME: 8.00AM – 10.00AM

INSTRUCTION TO CANDIDATES

SEE INSIDE

Instructions: Answer Question one and any other three questions

Question 1: Case study (25 marks)

The Sales Manager of a consumer electronics company was concerned about the length of time it was taking to create and deliver the online training courses for new products and new product updates. This was having a knock-on effect that meant that his sales people were not able to talk intelligently about these new products to their customers which often led to poor customer satisfaction results and also weak sales in the early days of a product launch. He approached the Learning & Development department for help.

The traditional response to such a problem would have previously been that they could reduce the time taken to create and deliver the online courses by a number of weeks, by bringing the development work back in house and hiring a couple of instructional designers, and then purchasing the authoring software as well as all the multimedia production and editing kit that was necessary to create the course themselves. However, instead he suggested that Jenny, one of his team, convene a meeting of product managers and sales people to discuss the problem.

Jenny found out that they normally worked in complete isolation and very rarely had any communication with one another. She also found out product training took place after launch because that was just the way they had always done things. She asked the product managers if they would be happy for the sales team to find out more about the products before the launch date and answer questions on them, and they said they would be delighted. She made the suggestion that the product managers might like to “work out loud” on their Yammer (enterprise social networking platform) – this would involve writing regular posts about the new products, and would keep the sales team up to date with what was happening. Such updates might describe new functionality and even show images and mockups they had built, and of course answer any questions the sales team had about the products. This was agreed as a way forward and a pilot was set up on a couple of new products to try it out.

The result: at product launch, the sales team were well prepared to start talking to their customers about the new product. Sales in the early weeks of new product increased and customer satisfaction scores shot up too. The pilot was deemed a success, and the project was continued. A further advantage was that it brought the product development team and the sales team closer together and from then on they held away days to discuss new innovations and product design.

Questions

- a. “The Sales Manager of a consumer electronics company was concerned about the length of time it was taking to create and deliver the online training courses for new products and new product updates.” As an expert, explain to sales manager the benefits of online training (5 marks)
- b. List to sales manager any other FIVE modern training methods that they can use with their employees (5 marks)

- c. Explain to the sales manager the effects of not carrying out training need analysis (5 marks)
- d. As an expert in training, how would you evaluate training for this company (5 marks)
- e. While training, you should consider the training styles of the learners. Explain (5 marks)

Question 2

- a. As an expert in training, highlight any FIVE principles of training (5 marks)
- b. Many parents in Kenya have been complaining about CBC. Explain to them the benefits of Competency-Based learning (5 marks)
- c. You have been invited to Karatina University to offer training. Design a training program (5 marks)

Question 3

- a. Some managers approached you to assist them with competence based training. Explain to them how to implement a competency-based training program in an organization (5 marks)
- b. Explain how you can use experiential learning theory as a training technique (10 marks)

Question 4

- a. Elaborate on each of the following training methods
 - i. Social learning methods (2 marks)
 - ii. Understudy (2 marks)
 - iii. Apprenticeship (2 marks)
 - iv. Job shadowing (2 marks)
 - v. Competency Based training (2 marks)
 - vi. Vestibule training (2 marks)
- b. Discuss the advantages of on-the-job training method as compared to off-the-job training methods (3 marks)

Question 5

- a. As an expert in training, advise managers in EPSCO Company on how they may identify training needs in their organization (5 marks)
- b. Explain any FOUR reasons why training design is important (4 marks)
- c. Discuss any TWO benefits of modern approaches to learning (2 marks)
- d. Write FOUR objective of training on the topic “ Stress and Stress management” (4 marks)

Question 6

- a.** Advise managers in organizations on challenges they may face while offering training (5marks)
- b.** You have been invited to Karatina University to offer training. Explain any FIVE steps that will help you to create a more effective training program (5 marks)
- c.** Discuss the basic principles of social learning theory (5 marks)