



# THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

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**MAIN EXAMINATION**

**JANUARY - APRIL 2015 TRIMESTER**

**FACULTY OF COMMERCE**

**DEPARTMENT OF MARKETING AND MANAGEMENT**

**REGULAR PROGRAMME**

**CMH 411: HUMAN RESOURCE DEVELOPMENT**

**Date: APRIL 2015**

**Duration: 2 Hours**

**INSTRUCTIONS: Answer Question ONE and ANY OTHER TWO Questions**

- Q1. a) Giving relevant examples, briefly describe the FIVE steps in the HRD process that make it systematic. **(10 marks)**
- b) With reference to an organization you are familiar with; explain FIVE ways in which it can benefit from HRD. **(5 marks)**
- c) Considering the emerging issues in HRD, explain any FIVE changing trends in HRD in response to the advancements in the corporate world. **(5 marks)**
- d) Explain FIVE methods that can be used in the development of organizational management. **(5 marks)**
- e) In many organizations, change efforts meet with resistance from managers and employees. Identify and recommend FIVE ways in which resistance can be overcome. **(5 marks)**
- Q2. a) Identify and explain FIVE HRD interventions used in organizations today. **(10 marks)**
- b) Describe TWO main off-the job training techniques and highlight their strengths and weaknesses. **(10 marks)**

- Q3. a) Define the concepts of training needs analysis and show how you would conduct such an exercise in an organization of your choice. **(12 marks)**
- b) Identify and briefly explain FOUR ways that can be used to evaluate the success of a training program. **(8 marks)**
- Q4. a) Explain any FIVE challenges facing organizations when implementing employee development programs. **(10 marks)**
- b) Distinguish between coaching and mentoring and outline the conditions under which each of them is used. **(10 marks)**
- Q5. a) Define succession planning and how it can be used to enhance organizational learning and transition. **(10 marks)**
- b) Identify and explain any TWO theories of HRD that can be used by HR managers in organizations. **(10 marks)**

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