KIRIRI WOMEN'S UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2023/2024 ACADEMIC YEAR
FIRST YEAR, SECOND SEMESTER EXAMINATION
FOR THE DIPLOMA IN HUMAN RESOURCE MANAGEMENT
DHR 1502: HUMAN RESOURCE DEVELOPMENT

Date: 10TH AUGUST 2023
Time: 2:30PM-4:30PM

INSTRUCTIONS TO CANDIDATES
ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS
QUESTION ONE (30 MARKS)
BRILLIANT TALENT DEVELOPMENT PROGRAM
VISION: Creating Human Resource Leaders
The BRILLIANT Human Resource Development Program (HRDP) was initiated in 2020 in recognition of the corporate leadership and specialist roles that HR managers are required to fulfil at BRILLIANT. Each year - Grace, their programme coordinator, recruits the best talent from Kiriri Women's University of Science and Technology based on their performance, interest and capabilities. The HR at Brilliant recognizes that HRD as a practice has evolved. In this program, they train them for a year coupled with rotations through sub-functions such as recruitment and sourcing, employee on-boarding, performance management system, training and development, employee relations, and community development, etc. The programme ensures accelerated long-term growth through customized employee development programs. At BRILLIANT, all line managers are selected by Cynthia, a Senior Human Resources and Business Executives in their subsidiary companies across the country after undergoing a rigorous three-stage process of filtering on a post which they are placed on a project-basis at their subsidiaries and at the company headquarter, for three-months, after which they undergo a training on strategic leadership program. Managers undergo three rotational stints in core HR functions. They also undergo a community development stint, where they work with the BRILLIANT Trusts team on assignments in the domain of corporate social responsibility, outreach and sustainability for eight weeks. Finally, the managers are then placed in respective departments in BRILLIANT subsidiary companies on a full-time basis after completion of rotational stints. Wow! BRILLIANT seems an equal opportunity employer that offers competitive packages and values their employees' career growth, wellbeing and development!
Read the above case study and answer the following questions.
a) Indeed, human resource development has evolved! Describe the different concepts that explains the evolution of human resource development.   **(6 Marks)**
b) Highlight three main objectives of the above comprehensive employee development program at BRILLIANT company and its subsidiaries.   **(6 Marks)**
c) You have been approached to conduct an audit to assess the human resource development programs at BRILLIANT, and your preliminary report shows that the programmes adhere to core principles of HRD. Explain three principles of human resource development demonstrated by Grace, the Programme Coordinator.   **(6 Marks)**
d) The programme coordinator at Brilliant Company values coaching. Outline three good coaching pointers that you should indicate in your audit report.   **(6 Marks)**

e) You may have noticed that the Senior Human Resources Managers at BRILLIANT has put in place a clear talent management process as well as coherent management development program. The search of talents never ends! Highlight the talent management process in an ideal situation.   **(6 Marks)**

QUESTION TWO (20 MARKS)

a) Using examples, justify that career planning is "a deliberate process"!   **(8 Marks)**

b) Assume that you have been engaged as Human Resource Development Officer at a Multinational Organization, under fixed term contract for 3 years, renewable upon satisfactory performance and achievement of the key deliverables. One of the key deliverables is to train your employees. Using examples drawn from the human resource development class, examine the activities that are typically conducted during design phase**.**   **(8 Marks)**

c) Critically examine the human resource development culture variables that you should inculcate in the organization.   **(4 Marks)**

QUESTION THREE (20 MARKS)

(a) Justina, a Senior Human Resource Manager in the Banking Industry intends to adopt directive and non-directing coaching approaches as management development programme that will not only improve the employees' skills but also enable her to become a professional coach. Explain the difference between directive and non-directive approaches to coaching.   **(8 Marks)**

(b) Using examples from the industry you are familiar with, discuss the role of Human Resource Development specialist that demonstrates strong capabilities during organization change management process.
                    (8 Marks)

(c) Explain any FOUR management development programmes that you can recommend to an organization struggling with succession planning and strategic leadership issues in the education sectors.   **(4 Marks)**

QUESTION FOUR (20 MARKS)

a) Assume that you have been identified as a trainer in the corporate world. Discuss how you can effectively   use   the   ADDIE   model   to   train   your   employees. **(8 Marks)**

b) Performance management is coordinated well if the job description is clearly formulated and job competencies clearly stated. Many jobs express the skills and behaviour required in terms of competences.   Examine   the   best   approach   in   managing   employee   competency. **(8 Marks)**

c) You have completed a 3 days organizational training at the Coast. Establish the criteria for evaluating organizational training program.   **(4 Marks)**

QUESTION FIVE (20 MARKS)

a) Assume that you have been invited to speak at a human resource development symposium, to talk about the key mentorship methodologies that works. Provide an elaborate talking point.   **(8 Marks)**

b) You have been assigned to develop a job description of human resource development manager at XYZ company which entails qualification, skills, knowledge, job roles and the working environment. Examine   the   role   of   the   Role   of   Human   Resource   Development   Manager**.** **(8 Marks)**

c) XYZ company recruits young graduates every year. Advice the Human Resource Develop manager to include study circle programme in her policy, supporting your proposal with clear benefits a study circle programme to students and employees. **(4 Marks)**