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KIRIRI WOMEN'S UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR
FIRST YEAR, SECOND SEMESTER EXAMINATION
FOR THE DIPLOMA IN HUMAN RESOURCE MANAGEMENT
DHR 1502: HUMAN RESOURCE DEVELOPMENT

Date: 12TH APRIL 2024

Time: 2:30PM- 4:30PM

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

- a) Highlight reasons why coaching has gained prominence in the recent past. (6 Marks)
- b) Using relevant examples highlight the role of social interaction in enhancing knowledge acquisition and development. (6 Marks)
- c) Analyze ethical guidelines that a counselor should observe in a career counseling relationship. (6 Marks)
- d) You are a Human Resource Manager in a medium-sized company that has recently experienced a decline in employee performance and productivity. Describe how you would conduct a comprehensive training needs analysis to identify and address the underlying causes of these issues. (6 Marks)
- e) Using relevant examples, outline the importance of Human Resource Development to employee performance in an organization. (6 Marks)

QUESTION TWO (20 MARKS)

- a) Examine steps a coach should follow when coaching employees on personal development. (8 Marks)
- b) When designing a training program, describe activities that can be adopted to maximize engagement and transfer of knowledge and skills. (6 Marks)
- c) Explain how organizational culture can influence the effectiveness of the human resource development initiatives. (6 Marks)

QUESTION THREE (20 MARKS)

- a) Explain the best skills a mentor should possess to support to low performers in their teams. (8 Marks)
- b) As a Human Resource Development expert, explain the Steps in developing human resource development policy. (6 Marks)
- c) As a human resource trainer, explain how you can apply schema theory to design a training program that builds upon employees existing knowledge and experience. (6 Marks)

QUESTION FOUR (20 MARKS)

- a) As Human Resource Development Manager you have just completed Training the Trainer course. Explain to them how training can benefit your organization. (8 Marks)
- b) During a collaborative learning activity, one member of the group consistently fails to contribute to the team's effort causing frustrations among the other group members. Describe how you would address this issue while preserving group cohesion and creating good learning environment for all the group members. (6 Marks)
- c) Explain how organizational culture can influence the effectiveness of the human resource development initiatives. (6 Marks)

QUESTION FIVE (20 MARKS)

- a) Explain the coaching styles that a coach can use to support their clients. (8 Marks)
- b) Evaluate the benefits of mentorship programs to the organization. (6 Marks)
- c) As a Human Resources Manager, you have identified a group of high-potential employees within your organization. Outline how you would nurture their potentials for career advancement. (6 Marks)