



Riara School of Business
Nurturing business innovators

SEPTEMBER – DECEMBER 2019 TRIMESTER
EXAMINATION FOR BACHELOR OF BUSINESS ADMINISTRATION

RHR 403: TRAINING AND DEVELOPMENT

DATE: DECEMBER 2019

TIME: 2 HOURS

INSTRUCTIONS

- i) Answer question one and any other two**
- ii) Marks allocated to each question are shown at the end of the question**
- iii) Arrange your work neatly and indicate the questions answered in the Examination booklet**

QUESTION ONE: COMPULSORY (30 MARKS)

QMS Global Manufacturer - Our Cultural and Language differences are dividing our Division!

QMS was experiencing cultural, class and language issues in one of its manufacturing divisions. The plant's production schedule, quality goals and return rate goals were in decline. Morale and engagement were suffering due to stress and recent plant closings. The plant manager and Human Resources decided to address the issues facing the plant and employees. They investigated the plant situation by interviewing plant executives, human resource professionals, and plant managers and by conducting employee focus groups. Following the assessment, reports and feedback sessions with prioritized recommendations were provided to the Executive Team. It was decided that providing insights and tools for working better together across the multitude of complexities that existed within the plants would open dialogue and communicate expectations for working more respectfully. The feedback sessions resulted in decisions to conduct some training sessions. They customized its Bridging Cultures training program to address specific issues uncovered by

the interviews and focus groups. Sessions were conducted for employees and for managers by two senior cross cultural experts who mirrored several of the cultures represented within the plant environment.

a) Assuming you are one of the cross cultural experts contacted to conduct the training. Explain **Five** Business Areas you would focus on. **(10 Marks)**

b) Discuss **Five** Importance of Bridging Culture training programs for the employees of QMS Global. **(10 Marks)**

c) Using the Kirkpatrick Model of Evaluation explain the **Four** levels QMS Global can use to evaluate the effectiveness of the Bridging Culture training program. **(10 Marks)**

QUESTION TWO

a) Imagine you are the Human Resource Manager of a factory with 500 workers making Fabric for export to Europe, explain **Five** kinds of reports and evidence you would need from their supervisor to determine that they need training. **(10 Marks)**

b) Discuss **Five** emerging trends in the area of training and development. **(10 Marks)**

QUESTION THREE

a) Clearly **Explain** the process of Training and Development. **(12 Marks)**

b) Discuss **Four** key issues affecting companies and influencing training practices. **(8 Marks)**

QUESTION FOUR

a) You have been invited to train a group of young professionals of KQ enterprises on the topic “Financial Management skills for a better tomorrow”. Discuss **Two** training methods that you will adapt as the trainer and the advantage of using them. **(10 Marks)**

b) Discuss any **Two** levels of need analysis in Training and development. **(10 Marks)**

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