

DRAFT EXAMINATIONS



MAASAI MARA UNIVERSITY

REGULAR UNIVERSITY EXAMINATIONS
2017/2018 ACADEMIC YEAR
FOURTH YEAR SECOND SEMESTER

SCHOOL OF BUSINESS AND ECONOMICS
BACHELOR OF SCIENCE IN HUMAN RESOURCE
MANAGEMENT

COURSE CODE: BHR 408

COURSE TITLE: CAREER DEVELOPMENT

DATE:

TIME:

INSTRUCTIONS TO CANDIDATES

Question **ONE** is compulsory

Answer any other **THREE** questions

Question one

Read the case and answer the questions below.

CASE STUDY:

Mwangi was born in Makuyu, a small village near Thika, to parents who were both teachers. In Makuyu many children opted to go look for work after completing their studies at the nearby Delmonte company. Mwangi was influenced by her parents to take up teaching as a profession and he enrolled at the Muranga Teachers College. He did not want to go into teaching. Once he commenced with his studies Mwangi found that he began to enjoy and love his teachers training.

After spending 15 years as a teacher he felt it was time to leave for something else. He decided to enroll into a 1 year IT course. Upon completing the course he got a job at Engen IT Company, where he was responsible for Public Relations. He grew into that role and eventually started taking on training of stakeholders in the PR sector.

Mwangi was later retrenched after many years at the Engen IT Company. He then founded a real estate business where he continues to operate successfully today.

Answer the following questions (25 marks).

- i. What role did Mwangi's parents play in his choice of a career?
- ii. Would you say that role was positive or negative?
- iii. What skills and attitudes do you think mwangi had to learn in order to develop love for teaching?
- iv. What barriers, both training and work did mwangi experience in his career? How did he deal with them?
- v. Identify transferrable skills that mwangi developed and used in the different job roles he assumed over time.

Question two

a). Career choice is a journey that an individual has to walk through. Using the five step career choice model, discuss the steps that one has to go through.

10marks

b). discuss the UNESCO guide for career counseling for the youth. 5 marks

Question three

Using relevant examples, discuss the postmodern approach to career development **15 marks**

Question four

- a. Egan three stage model in the career advisory process helps the advisors in their work. Discuss three key advantages of the model. **9 marks**
- b. Career success is both an objective and subjective measure. Discuss the statement using appropriate examples. **6 marks**

Question five

- a) "Careers are built brick by brick throughout life through the series of choices about learning and work" citing relevant examples discuss the statement. **7 marks**
- b) Career psychology as a sub-discipline in career development has made tremendous contributions in the field of study. Discuss four main contributions in career development. **8 marks**

2nd draft (Supplementary)



MAASAI MARA UNIVERSITY

REGULAR UNIVERSITY EXAMINATIONS

2016/2017 ACADEMIC YEAR

FOURTH YEAR SECOND SEMESTER

SCHOOL OF BUSINESS AND ECONOMICS

**BACHELOR OF SCIENCE IN HUMAN RESOURCE
MANAGEMENT**

COURSE CODE: BHR 408

COURSE TITLE: CAREER DEVELOPMENT

DATE:

TIME:

INSTRUCTIONS TO CANDIDATES

Question **ONE** is compulsory

Answer any other **THREE** questions

Question one

- i. Discuss the Bull's eye career choice model **12 marks**
- ii. "Career development is a lifelong process". discuss the statement using the traditional approach model to career development **8 marks**

Question two

Employability is about enhancing individual opportunities through active management and continuous development. Using the relevant diagram discuss the statement. **20 marks**

Question three

- a) Discuss the three stages of Egan's model of career advisory process. **12 marks**
- b) Discuss the concept of career development using the career guiding principles. **8 marks**

Question four

"Organizations can assist youth preparing to enter the world of work in understanding the decisions that need to be made". As a human resource manager, you have been invited by your neighboring secondary school to advice form four students on career choice. Using the postmodern theory of career choice, discuss the above statement. **20 marks**

Question five

- a) Egan three stage model in the career advisory process helps the advisors in their work. Discuss three key advantages of the model. **8 marks**
- b) "Careers are built brick by brick throughout life through the series of choices about learning and work" citing relevant examples discuss the statement. **12 marks**



MAASAI MARA UNIVERSITY

**REGULAR UNIVERSITY EXAMINATIONS
2017/2018 ACADEMIC YEAR
SECOND YEAR SECOND SEMESTER**

**SCHOOL OF BUSINESS AND ECONOMICS
BACHELOR OF SCIENCE IN HUMAN RESOURCE
MANAGEMENT**

COURSE CODE: BHR 2204

COURSE TITLE: TRAINING & DEVELOPMENT

DATE:

TIME:

INSTRUCTIONS TO CANDIDATES

Question **ONE** is compulsory

Answer any other **THREE** questions

Question one

- a) "Training and development is an important aspect in enhancing organizational efficiency and coping with organizational change". Discuss the statement citing appropriate examples. **7marks**
- b) In order to make training beneficial to an organization, a need assessment is important. Discuss the role of a TNA. **6 marks**
- c) Comprehensively discuss the key considerations required before initiating a training program. **12 marks**

Question two

- a) Every organization strives to remain competitive in its operations. Discuss how training enhances an organization's competitiveness. **8 marks**
- b) Discuss the concept of job rotation in employee development. **7 marks**

Question three

During a budgetary planning meeting, the finance manager argues that there is a need to reduce the training and development funds. As the Human resource manager, the Managing Director has asked you to justify why the budget should not be reduced. **15 marks**

Question four

Case study is one of the method organizations employ in staff development. Discuss the method indicating how it can be made easier while increasing learning benefits. **15 marks**

Question five

- a) You were recently appointed as the training and development manager of Sony Sugar Co. Ltd. You notice a wide gap in the organizational performance and has requested for funds to launch an executive development program, however you are required to present your case to the board of directors for approval of the funds. Prepare your justification notes. **10 marks**
- b) Identify five critical employee training areas giving your justification. **5 marks**

2nd draft (Supplementary)



MAASAI MARA UNIVERSITY

**REGULAR UNIVERSITY EXAMINATIONS
2016/2017 ACADEMIC YEAR
SECOND YEAR SECOND SEMESTER**

**SCHOOL OF BUSINESS AND ECONOMICS
BACHELOR OF SCIENCE IN HUMAN RESOURCE
MANAGEMENT
COURSE CODE: BHR 2204
COURSE TITLE: TRAINING & DEVELOPMENT**

DATE:

TIME:

INSTRUCTIONS TO CANDIDATES

Question **ONE** is compulsory
Answer any other **THREE** questions

Question one

- a) Training and development are important aspects of an employee's work-life, discuss their differences supporting with relevant examples
10 marks
- b) The benefits of training in one area can flow through to other areas of the organization. Citing appropriate examples discuss how this is achieved through cost reduction.
5 marks
- c) Discuss five typical areas of training
Marks 5

Question two

Training Needs Assessment (TNA) is a very important component of employee training if it has to be of benefit to the organization. Define your understanding of TNA and discuss six steps that you need to consider while developing a TNA
20 marks

Question three

Compare and contrast the Kirpatrick (1959) and CIPP (1987) models of training evaluation
16 marks

“Executive development is an important aspect of management” citing relevant examples discuss the features of executive development. 4 marks

Question four

- a) In one of the Board of management meeting that you are to attend, you are required to present a paper justifying your executive development program. Using appropriate examples, discuss the objectives that you hope to achieve through the program
12 marks
- b) Discuss the concept of job rotation in employee development. 8 marks

Question five

a) Discuss the key factor that influences executive development in your organization. 12 marks

b) Every organization strives to remain competitive in its operations. Discuss how training enhances an organization's competitiveness. 8 marks



MAASAI MARA UNIVERSITY

REGULAR UNIVERSITY EXAMINATIONS

2017/2018 ACADEMIC YEAR

FOURTH YEAR SECOND SEMESTER

SCHOOL OF NATURAL RESOURCE
MANAGEMENT

BACHELOR OF SCIENCE IN HOTEL &
HOSPITALITY

COURSE CODE: BHM 409

COURSE TITLE: STRATEGIC MANAGEMENT

DATE:

TIME:

INSTRUCTIONS TO CANDIDATES

Question **ONE** is compulsory

Answer any other **THREE** questions

Question one

Citing relevant examples, discuss the following terms based on your knowledge in strategic management;

- | | |
|---------------------------|---------|
| i. Strategic management | 4marks |
| ii. Competitive advantage | 3 marks |
| iii. Mission statement | 3 marks |

An organization strategic activity takes place in different levels. Discuss the three levels citing relevant examples. 6 marks

Different authors have expressed strategy in different ways. Citing relevant examples discuss three major ways in which strategy is expressed 9 marks.

Question two

c) Every organization strives to remain competitive in its operations. Discuss how strategic management enhances an organization's competitiveness. 8 marks

d) Discuss the issues that strategy formulation seeks to address 7 marks

Question three

a) Using the relevant diagram, discuss the strategic management process. 9 marks

b) Identify and discuss the two types of organizational objectives. 6 marks

Question four

As the managing director of Simba hotel group of companies, you have been charged by the Directors to execute the newly developed strategic plan. Discuss the principle aspects that you will consider showing how they impact on the successful execution of strategy. 15 marks

Question five

You were recently appointed as the operations manager of Sarova group of hotels Co. Ltd. You notice a wide gap in the organizational performance and have decided to evaluate the organization's external environment. Discuss the key factors to consider and show how they influence the company's operations. 15 marks

2nd draft (Supplementary)



MAASAI MARA UNIVERSITY

REGULAR UNIVERSITY EXAMINATIONS
2017/2018 ACADEMIC YEAR
FOURTH YEAR SECOND SEMESTER

SCHOOL OF NATURAL RESOURCE
MANAGEMENT

BACHELOR OF SCIENCE IN HOTEL &
HOSPITALITY

COURSE CODE: BHM 409

COURSE TITLE: STRATEGIC MANAGEMENT

DATE:

TIME:

INSTRUCTIONS TO CANDIDATES

Question ONE is compulsory

Answer any other THREE questions

Question one

- a) Citing relevant examples, discuss the following terms based on your knowledge in strategic management;
- i. Strategic objectives 4marks
 - ii. Competitive advantage 3 marks
 - iii. Core values 3 marks
- b) An organization strategic activity takes place in different levels. Discuss the three levels citing relevant examples. 6 marks

- c) An organization's mission statement describes the enterprises' current business and purpose. Discuss the key factors that it seeks to address.

9 marks.

Question two

As the managing director of Simba hotel group of companies, you have been charged by the Directors to execute the newly developed strategic plan. Discuss the principle aspects that you will consider showing how they impact on the successful execution of strategy.

15 marks

Question three

- c) Identify and discuss three grand strategies showing how they transform an organization's performance.

9marks

- d) Identify and discuss the two types of organizational objectives.

6 marks

Question four

- a) Every organization strives to remain competitive in its operations. Discuss how strategic management enhances an organization's competitiveness.

8 marks

- b) Discuss the issues that crafting of the strategy seeks to address

7 marks

Question five

You were recently appointed as the operations manager of Sarova group of hotels Co. Ltd. You notice a wide gap in the organizational performance and have decided to evaluate the organization's internal environment. Discuss the key factors to consider and show how they influence the company's operations.

15 marks