



KENYATTA UNIVERSITY

UNIVERSITY EXAMINATIONS 2014/2015

MAY SEMESTER EXAMINATION FOR THE DEGREE OF DOCTOR OF PHILOSOPHY

BBA 923: HUMAN RESOURCE DEVELOPMENT

DATE: FRIDAY 31ST JULY 2015

TIME: 5.30 P.M. – 8.30 P.M.

INSTRUCTIONS: ANSWER ALL QUESTIONS.

QUESTION ONE:

Human Resource Development (HRD) as a field of specialization in management has been rated to be relatively young in comparison with other branches of management. In spite of this, a close scrutiny of its history and body of knowledge indicates that it appears to have been practiced longer than most of the other management disciplines. Similarly, it appears to have a rich repository of knowledge for informing research and practice in organizations:

Required:

- A. Examine the historical path of the development of HRD and highlight the major milestones that continue to inform practice today. (8 marks)
- B. Describe the very nature of HRD that offers the discipline a distinct place in the broad management area of study. (6 marks)
- C. Identify and explain the critical success factors required for a successful HRD practice in organizations. (6 marks)

QUESTION TWO:

HRD has a unique role to play in the life of an organization. HRD proponents thus propose that managers need to approach its practice from a sound philosophical base so as for the discipline to offer the maximum of its promise to beneficiary organizations.

Required:

- A. Using the set of core beliefs that HRD practitioners consider to be important, discuss why a philosophy is needed in the area of HRD. (7 marks)
- B. Using evidence from previous research, identify the relevant value orientations that managers may subscribe to and explain the focus of the value orientations. (7 marks)
- C. Describe the various HRD paradigms and clearly show the contribution of each to HRD practice. (6 marks)

QUESTION THREE

Several theoretical streams have been put forward to inform the philosophy and practice of HRD. Even though the theories differ in the manner they address the subject matter of HRD practice, a common thread seems to cut across their propositions.

Required:

- A. Identify the various theoretical streams in HRD and explain their unique points of focus. (8 marks)
- B. Explain the main point(s) of convergence cutting across these theories. (5 marks)
- C. Describe the systems theoretical approach and highlight how it integrates together the contributions of the other theories. (7 marks)

QUESTION FOUR

One of the major HRM challenges facing organizations today is that of management of Talent. HRD offers one of the most appropriate approaches to addressing this issue. Scholars propose the use of the concept of appropriate HRD interventions at various levels of organizations.

Required:

- A. Describe the nature of the concept of HRD Intervention as used in HRD. (4 marks)
- B. Explain the nature of human talent that requires application of an intervention. (4 marks)
- C. Identify at least four types of HRD Interventions and explain how each addresses the management of talent in organizations. (12 marks)

QUESTION FIVE

HRD has been described as a concept that is strategic by its nature. Proponents have indicated that it should be practiced in organizations from a strategic HRD point of view.

Required:

- A. Discuss the characteristics of HRD that make it strategic. (4 marks)
- B. Explain the main components of Strategic Human Resource Development. (6 marks)
- C. Discuss how the SHRD approach enhances an organization's capacity to manage strategic change and development. (5 marks)
- D. Explain how you can evaluate the effectiveness of a SHRD Program in an organization. (5 marks)
