

# **RECRUITMENT, TRAINING AND DEVELOPMENT**

## **FINAL EXAM**

### **MARKING SCHEME (50mks)**

**QN 1. Management has to find out and develop sources of recruitment as early as possible because of high rate of time-lapse. Explain with clear examples five reasons why organizations prefer internal source of recruitment (10mks)**

1. Existing employees will not need orientation
2. Are familiar with the organizational culture, processes and activities
3. Improves morale because when an employee from inside the organization is given the higher post, it helps in increasing the morale of all employees.
4. No Error in Selection because when an employee is selected from inside, there is a least possibility of errors
5. It promotes loyalty, No training costs, Encourages self-development

**Any 5 well explained points x 2= 10mks**

**QN 2. Discuss why you would advise any organization not to carry out training without needs assessment (10mks)**

- Training may be incorrectly used as a solution to a performance problem (when the solution should deal with employee motivation, job design, or a better communication of performance expectations).
- Training programs may have the wrong content, objectives, or methods.
- Trainees may be sent to training programs for which they do not have the basic skills, prerequisite skills, or confidence needed to learn.
- Training will not deliver the expected learning, behavior change, or financial results that the company expects.
- Money will be spent on training programs that are unnecessary because they are unrelated to the company's business strategy.

**Any 5 well explained points x 2= 10mks**

**QN 3. Training is about developing people as an individual and helping them to become more confident and competent in their lives and in their jobs. Support this statement (10mks)**

- . Leads to improved profitability and/or more positive attitudes toward profits orientation.
- . Improves the job knowledge and skills at all levels of the organization.

- Improves the morale of the workforce.
- Helps people identify with organizational goals.
- Helps create a better corporate image.
- Fosters authenticity, openness and trust.
- Improves the relationship between boss and subordinate.
- Aids in organizational development.
- Learns from the trainee.
- Helps prepare guidelines for work.
- Aids in understanding and carrying out organizational policies.
- Provides information for future needs in all areas of the organization.
- Organization gets more effective decision-making and problem solving.
- Aids in development for promotion from within.
- Aids in developing leadership skill, motivation, loyalty, better attitudes, and other aspects that successful workers and managers usually display.
- Aids in increasing productivity and/or quality of work.
- Helps keep costs down in many areas, e.g. production, personnel. Administration, etc.
- Develops a sense of responsibility to the organization for being competent and knowledgeable.
- Improves labor-management relations.
- Reduces outside consulting costs by utilizing competent internal consulting.

**Any 5 well explained points x 2= 10mks**

**QN 4. Discuss why organizations should use technology in training today (10mks)**

- Employees can gain control over when and where they receive training.
- Employees can access knowledge and expert systems on an as-needed basis.
- Through the use of avatars, virtual reality, and simulations, the learning environment can look, feel, and sound just like the work environment.
- Employees can choose the type of media (print, sound, video) they want to use in a training program.
- Course enrollment, testing, and training records can be handled electronically, reducing the paperwork and time needed for administrative activities.
- Employees' accomplishments during training can be monitored.

**Any 5 well explained points x 2= 10mks**

**QN 5. Determine why organizations should be careful with off -job training**

- It is not directly in the context of job
- It is often formal
- It may not be based on experience.
- It is expensive.
- Trainees may not be much motivated
- It is artificial in nature.

**Any 5 well explained points x 2= 10mks**