



**FACULTY OF BUSINESS MANAGEMENT  
END OF SEMESTER EXAMINATIONS - APRIL 2025**

**PROGRAMME: BHRM**

**YEAR/SEM: YEAR 3/SEMESTER 1**

**COURSE CODE: HRM 3101**

**NAME: EMPLOYEE TRAINING AND DEVELOPMENT**

**DATE: 2025-04-22**

**TIME: 9:00AM-12:00PM**

**INSTRUCTIONS TO CANDIDATES:**

1. Read the instructions very carefully
2. The time allowed for this examination is STRICTLY three hours
3. Read each question carefully before you attempt and allocate your time equally between all the Sections
4. Write clearly and legibly. Illegible handwriting cannot be marked
5. Number the questions you have attempted
6. Use of appropriate workplace examples to illustrate your answers will earn you bonus marks
7. Any examination malpractice detected will lead to automatic disqualification.

**DO NOT WRITE ANYTHING ON THE QUESTION PAPER**

## Section A Compulsory: 40 marks

### Question 1:

#### SECTION A: COMPULSORY ( 40 MARKS)

##### Case Study 1:

##### Training Needs Assessment (TNA) at Shell Oil Company

##### Title: The Productivity and Safety Dilemma at Shell Uganda

Shell Oil Company, a global leader in the energy sector, has been operating in Uganda for over two decades. While the company has maintained a strong reputation for efficiency, safety, and environmental responsibility, its recent operational performance has declined significantly. A performance audit revealed that equipment downtime has increased by 25%, leading to production delays, whereas safety violations have risen by 15%, with three major accidents reported in the last six months. Furthermore, customer complaints regarding service delays and inconsistent fuel quality have surged by 40%, raising concerns about product reliability. At the same time, over 60% of technicians report feeling undertrained in handling new automated equipment introduced in the last three years, while turnover in mid-level management has increased, with many departing employees citing “limited career growth opportunities” and “lack of professional development programs.”

Given these challenges, Shell’s HR Director, Mr. James Otieno, believes that a well-structured Training Needs Assessment (TNA) is essential before implementing any training interventions. However, senior management remains skeptical, arguing that the performance decline might stem from outdated technology, leadership gaps, or a lack of motivation rather than inadequate training. In addition, they are concerned about the financial implications of launching a large-scale training initiative. Nevertheless, Mr. Otieno is expected to conduct a comprehensive TNA within six weeks, identifying critical skill gaps, justifying financial investments, and presenting a compelling case for training interventions. The challenge now lies in determining whether training is the right solution and ensuring that the proposed interventions align with Shell Uganda’s broader strategic objectives.

##### Using the above case study, answer the following questions;

- a) Outline a step-by-step approach Mr. Otieno should take to conduct a comprehensive Training Needs Assessment (TNA) at Shell Uganda. (10 Marks)
- b) Suppose the TNA findings confirm a major skills gap in equipment maintenance and safety compliance. What types of training interventions should Shell implement? (10 Marks)
- c) How should Mr. Otieno design a training program that balances cost-effectiveness, high impact, and scalability? (10 Marks)
- d) How can Shell Uganda measure the success of the proposed training interventions to ensure long-term impact? (10 Marks)

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## **Section B Answer any 3 questions**

### **Question 1:**

- 3.(a)** A company has noticed a decline in employee performance and increased customer complaints. Outline a step-by-step Training Needs Analysis (TNA) plan to identify the root cause. **(10 Marks)**
- (b)** Discuss the importance of TNA in ensuring effective training and avoiding wasted resources. **(10 Marks)**

### **Question 2:**

- 8. (a)** Employees in your organization have varying levels of experience and learning styles. How would you apply adult learning theories (e.g., Andragogy, Experiential Learning) to design an inclusive training program? **(10 Marks)**
- (b)** Discuss how individual learning differences affect the effectiveness of training programs and propose solutions to address them. **(10 Marks)**

### **Question 3:**

- 4. (a)** An organization is implementing a leadership training program. How would you formulate SMART training objectives to ensure measurable success? **(10 Marks)**
- (b)** Explain three key factors that influence the design of training objectives and their impact on learning outcomes. **(10 Marks)**

### **Question 4:**

- 12. (a)** Your company is struggling with a lack of leadership succession planning. What strategic management development initiatives would you recommend to groom future leaders? **(10 Marks)**
- (b)** Discuss three challenges that organizations face in implementing management development programs and propose solutions. **(10 Marks)**
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### **Question 5:**

- 9. (a)** After completing a major training program, management is questioning its impact. What evaluation methods would you use to assess its effectiveness? **(10 Marks)**
- (b)** Explain three key challenges in training evaluation and propose solutions to ensure accurate assessment. **(10 Marks)**

### **Question 6:**

- 10.(a)** Explain how benchmarking can be used to improve an organization's training and development programs. **(10 Marks)**

**(b)** Compare two benchmarking techniques and discuss their effectiveness in HR training and development. **(10 Marks)**