INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

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:
TIME:

INSTRUCTIONS TO CANDIDATES:

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decline might stem from outdated technology, leadership gaps, or a lack of motivation rather than inadequate training.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)

Question 2:

Case Study 2: Management Development at PrimeBank Uganda

Title: Building a Leadership Pipeline for Sustainable Growth

PrimeBank Uganda, one of the country's leading financial institutions, has long been recognized for its innovation, customer service, and commitment to financial inclusion. However, in recent years, the bank has been struggling with leadership retention and succession planning, which has negatively impacted its overall stability. While an internal HR audit revealed that turnover in middle and senior management has increased by 30%, employee satisfaction surveys indicate that 65% of staff feel there is no clear career growth path within the organization. Furthermore, branch performance reports highlight inconsistencies in leadership effectiveness, as some branches excel while others suffer from low employee engagement and high absenteeism. In addition, exit interviews reveal that many departing leaders cite "lack of structured leadership development" and "limited growth opportunities" as key reasons for leaving.

Recognizing these growing concerns, the CEO, Mr. Kato, has tasked the HR Director, Susan Nankunda, with designing a Management Development Program (MDP) aimed at identifying high-potential employees, equipping them with leadership competencies, and establishing a structured leadership pipeline. However, the initiative faces considerable resistance from senior executives who prefer the traditional approach of promoting employees based on tenure rather than leadership potential. Moreover, the organization is operating under financial constraints, making it imperative that the MDP be cost-effective yet impactful. While Susan understands that this initiative is crucial for the long-term sustainability of PrimeBank, she must also find ways to overcome resistance from top management, justify the program's financial investment, and demonstrate measurable outcomes that validate its effectiveness. The challenge now lies in

developing a structured and data-driven MDP that aligns with the bank’s strategic goals while securing executive buy-in.

Using the case study above, answer the following questions.

a) Identify and explain three essential components of an effective Management Development Program (MDP) for PrimeBank Uganda. (10 Marks)

b) What criteria and assessment tools should Susan use to identify high-potential employees for leadership development? (10 Marks)

c) Discuss three leadership development methods that PrimeBank Uganda should adopt and explain their advantages. (10 Marks)

d) How should Susan evaluate the success of the Management Development Program to ensure continuous improvement? (10 Marks)

SECTION B

Answer any 3 questions

Question 1:

1.(a) How would you align the Human Resource Training and Development (HRTD) strategy with the overall organizational strategy when expanding into a new market with different cultural and technological landscapes? **(10 Marks)**

(b) Identify and discuss three challenges that may arise when implementing an HRTD strategy in a new market and suggest solutions. **(10 Marks)**

Question 2:

2.(a) Discuss the role of training and development in achieving long-term organizational goals. **(10 Marks)**

(b) Provide three practical examples of how training can enhance employee performance at the individual, team, and organizational levels. **(10 Marks)**

Question 3:

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 4:

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 5:

5.(a) A company with a limited training budget needs to upskill employees in digital transformation. How would you design an effective training program within financial constraints? **(10 Marks)**

(b) Discuss three cost-effective training strategies that organizations can use to maximize learning impact. **(10 Marks)**

Question 6:

6. (a) You are tasked with implementing a customer service training program. What criteria would you use to select the most appropriate training method? **(10 Marks)**

(b) Discuss potential challenges in implementing customer service training and propose solutions to overcome them. **(10 Marks)**

Question 7:

7. (a) Your organization wants to introduce an internal trainer program. How would you identify and select suitable trainers? **(10 Marks)**

(b) Suggest three strategies to enhance the facilitation skills of selected trainers and justify their importance. **(10 Marks)**

Question 8:

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 9:

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 10:

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)**

Question 11:

11.(a) Identify and discuss three major barriers to effective training and development in organizations. **(10 Marks)**

(b) Suggest practical strategies that HR professionals can use to overcome these barriers and ensure successful training implementation. **(10 Marks)**

Question 12:

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)