INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - DECEMBER 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

SECTION A IS COMPULSORY and CARRIES 40 MARKS

Question 1:

Netlync Technologies., a mid-sized software company, is facing several challenges despite being in a rapidly growing industry. The company has a 30% annual employee turnover rate, which is significantly higher than the industry average. Exit interviews reveal that a primary reason for departure is a perceived lack of career growth opportunities and professional development.

Furthermore, the rapid technological changes in cloud computing and AI have created notable skill gaps within the current workforce. A recent performance review indicated that a significant number of technical staff lack the necessary skills in these emerging areas, impacting project quality and speed to market. Employee engagement surveys also show low morale, with many employees feeling undervalued.

The Human Resource department has been tasked with proposing a comprehensive training and development program to address these issues within the organisation.

Questions

a) Explain the key methods Netlync Technologies should use to conduct a thorough Training Needs Analysis (TNA) to identify the specific skill gaps and developmental needs mentioned in the case study. (10 marks)

b) Justify why a multi-method approach to TNA is more effective than relying on a single method in this specific scenario. (10 marks)

c) Discuss strategies the management team could employ to overcome potential employee resistance to this new training initiative, as noted in general challenges. (10 marks)

d) Recommend a suitable framework for evaluating the effectiveness of the proposed training program. Explain how each level of this

framework would be applied at Netlync Technologies. (10 marks)

Question 2:

Tourism and hospitality is a diverse sector comprised of workers from varied cultures, nations, gender, backgrounds, ages, and languages. This is one of the reasons our industry is so unique. But with this diversity, comes its challenges. In the case of a large hotel, where a housekeeping department is comprised of workers from all over the world, training can sometimes be a challenge to due language barriers. And although many corporate properties have developed strong training programs, it's not always fully understood by each person in the room. Knowing this, what types of tools, methods, policies and practices can an employer use to ensure proper training has been provided?

Questions:

1. Make a list of different training techniques you can use when trying to overcome a language barrier? 10marks

2. At the end of the training, what methods can you use to determine whether or not the worker understood? 10marks

3. How effective are visual aids when it comes to training and why? 10marks

4. When training a group of workers, what are some of the physical indicators that tell you whether or not a group is no longer attentive. 10marks

SECTION B

CHOOSE ANY THREE(3) QUESTIONS OF YOUR CHOICE

Question 1:

Training is needed for employees to again acceptance from peers (learning a job quickly and being able to pull their weight is one of the best ways for them to gain acceptance. Effective training has the potential to provide a range of benefits for a business. Discuss the benefits of training to both the organisation and employees. 20marks

Question 2:

The Training Cycle begins long before the training program is conducted and continues after the program has been completed. Using an illustration, explain the five stages of The Training Cycle. 10marks

b) Strategically investing in your staff's training, nurturing their talents, and building their skill sets helps your organization achieve its desired results, enhances your company's culture, and assists your leaders in better managing talent. What are the different key ways to managing staff training. 10marks

Question 3:

There are broadly two types of training: On-the-job and Off-the-job training. Examine the different methods of training used under each type. 10marks

b) give the advantages and disadvantages of both On the job and Off the job training. 10marks

Question 4:

Evaluation acts as a definite checkpoint to ensure that the training delivered is able to fill the competency gaps within the organization in a cost-effective manner. Explain the noteworthy benefits of training

evaluation in organisations. 10marks

b) Explain the steps you would take to Make An Evaluation Plan. 10marks

Question 5:

Discuss the roles and responsibilities of a Modern Trainer. 10marks

b) examine the ways on how to improve training in organisations. 10marks

Question 6:

A training needs assessment identifies individuals' current level of competency, skill or knowledge in one or more areas and compares that competency level to the required competency standard established for their positions or other positions within the organization. Explain the different types of assessments /needs analysis performed by organisations. 10marks

b) What are the techniques for determining training needs. 10marks

Question 7:

Explain the challenges faced by training managers in organisations. 10marks

b) Suggest ways to solve these training and development challenges. 10marks

Question 8:

Anyone can be placed in a leadership role, but to be good and thrive in that position requires solid leadership skills. Good leadership skills are top of the list of competencies that recruiters need to focus on

when hiring people or when managers promote leaders from within the organization. Explain the leadership skills and traits required by managers. 20marks

Question 9:

Elaborate of the different key areas of organisational training highlighting their importance to the organisation. 20marks

Question 10:

Training has always played an important and an integral part in furthering many kinds of human learning and development. If organizations are to make the best of the training function in their response to and promotion of change, the training function will need to be closely linked with business plans. Discuss the different ways how to improve training in organisations.20marks

Question 11:

Explain the following types of training evaluation methods used by organisations

1. The Kirkpatrick Taxonomy Model. 5marks
2. The Phillips ROI Model. 5marks
3. Summative and Formative Evaluation. 5marks

Anderson's Model of Learning Evaluation. 5marks

Question 12:

Examine the barriers to effective training. 10marks

b) Elaborate on the significance of training in organisations. 10marks