

The  
Management  
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**UNDERGRADUATE UNIVERSITY EXAMINATIONS**  
**SCHOOL OF MANAGEMENT AND LEADERSHIP**  
**DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP**

**HRM 200: HUMAN RESOURCE DEVELOPMENT**

**DATE: 30<sup>TH</sup> MARCH 2026**

**DURATION: 2 HOURS**

**MAXIMUM MARKS: 70**

**INSTRUCTIONS:**

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

**QUESTION ONE**

**Read the Case Study below carefully and answer the questions that follow:**

**SAVANNAH MANUFACTURING LIMITED**

Savannah Manufacturing Limited, a textile company established 15 years ago in Nairobi, employs 480 workers across three departments: Production (320 employees), Quality Control (80 employees), and Administration (80 employees). The company has maintained steady growth but recently secured a major contract requiring 40% production increase within 18 months. The Managing Director, Peter Mwangi, commissioned an organizational analysis revealing critical challenges. The Production Department shows 25% annual turnover, with supervisors citing inadequate technical skills among machine operators. New recruits require 6-8 weeks to achieve acceptable performance levels, compared to the industry standard of 3-4 weeks. Quality Control reports increasing defect rates (currently 8% versus industry benchmark of 3%), attributed to insufficient training on new quality standards and inspection procedures.

A recent employee survey indicated that 65% of workers feel unprepared for promotional opportunities, and 70% believe the company lacks systematic career development programs. The current training approach is informal - experienced workers train newcomers without structured curricula or standardized procedures. No formal performance appraisal system exists, and skill gaps are only identified when problems occur. The HRD function is limited to basic orientation for new employees and occasional safety briefings. Training expenditure represents only 1.5% of payroll, well below the manufacturing sector average of 4%. Department heads have expressed concerns about releasing employees for training due to production pressures, yet acknowledge the urgent need for skill development to meet the new contract requirements.

Peter faces a strategic decision: invest significantly in comprehensive HRD systems or risk losing the contract due to quality and capacity constraints. The Board has allocated

KSh 8 million for HRD initiatives over two years, contingent on a well-justified strategic plan demonstrating clear links between training investments and business outcomes.

**Required:**

- a) Using the three (3) levels of training needs analysis framework, critically evaluate the training needs at Savannah Manufacturing Limited. **[6 MARKS]**
- b) Analyze four (4) current HRD challenges at Savannah Manufacturing using relevant HRD theories and concepts from your course material. **[8 MARKS]**
- c) Develop a comprehensive HRD strategy for Savannah Manufacturing Limited that addresses the identified challenges. Your strategy should include specific training interventions, performance management systems, and career development initiatives. **[8 MARKS]**
- d) Explain three (3) potential obstacles to implementing your proposed HRD strategy **[3 MARKS]**

**QUESTION TWO**

- (a) Explain five (5) key differences between HRD and HRM. **[5 MARKS]**
- (b) Analyze three dimensions of HRD dimensions. Provide practical examples to illustrate each dimension. **[10 MARKS]**

**QUESTION THREE**

- (a) Illustrate the systematic approach to training **[8 MARKS]**
- (b) Differentiate between ON-THE-JOB training methods and OFF-THE-JOB training methods. **(5 MARKS)**
- (c) Explain when each method in 3b would be most appropriate for different categories of employees. **[2 MARKS]**

#### QUESTION FOUR

- (a) Analyze the role of Performance Management Systems in HRD. **(2 MARKS)**
- (b) Discuss the three phases of the performance management cycle. **[6 MARKS]**
- (c) Explain the importance of career planning in modern organizations. **(2 MARKS)**
- (d) Discuss how organizations can align individual career aspirations with organizational needs and opportunities. **[5 MARKS]**

#### QUESTION FIVE

- (a) Explain FIVE major challenges facing HRD professionals in the contemporary business environment. **[5 MARKS]**
- (b) “Human Resource Development is essential for organizational competitiveness in the knowledge economy.” Critically discuss this statement, analyzing the strategic importance of HRD in modern organizations and its contribution to organizational effectiveness. **[10 MARKS]**

#### QUESTION SIX

- a) Discuss the elements of a HRD Policy **(10 MARKS)**
- b) Describe the evolution of HRD **(5 MARKS)**