



POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF MASTER OF BUSINESS ADMINISTRATION

HCO 501: TRAINING AND DEVELOPMENT

DATE: 27TH JULY 2026

DURATION: 3 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE is compulsory**.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 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

TRAINING AND DEVELOPMENT CONSULTANCY

This case study examines the consultancy process through the example of SkillBridge Consulting, hired by BetaTech Solutions, a fast-growing IT services company struggling with skill gaps in project management and emerging technologies.

BetaTech faced missed project deadlines and client dissatisfaction due to inadequate project management skills among mid-level managers. SkillBridge met with senior executives to clarify expectations, define scope, and agree on deliverables. A consultancy contract specifying objectives (improved project delivery, enhanced technical skills), timelines, and confidentiality terms was arrived at.

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The Consultants conducted skills audits, employee surveys, and reviewed project performance data. Managers lacked formal project management training. Employees had limited exposure to new technologies (cloud computing, AI). Training programs were ad hoc and lacked evaluation mechanisms.

The Consultants collaborated with HR and department heads to design a structured training program. They proposed project management certification courses (e.g., PMP), technical workshops on cloud and AI applications, and establishment of a learning management system (LMS) for

continuous training. A training and development roadmap with clear milestones. SkillBridge facilitated training sessions, partnered with external trainers, and introduced the LMS. They oversaw program delivery, ensured relevance, and provided coaching support. Training modules, certification pathways, and LMS rollout.

Three months post-training, consultants assessed outcomes using KPIs (project delivery times, client satisfaction scores, employee feedback). The results were; project delivery improved by 25%, client satisfaction scores rose by 18%, Employees reported higher confidence in using new technologies. The evaluation report had recommendations for continuous learning.

Required:

- a) Critically assess the role of training and development consultancy in bridging skill gaps as highlighted in the case study.
(10 marks)
- b) Discuss the challenges consultants face in implementing training and development programs as highlighted in the case study and suggest strategies to overcome them.
(10 marks)
- c) Evaluate the importance of post-training evaluation and follow-up in ensuring sustainable human capital development in the case of BetaTech solutions and SkillBridge consulting
(10 marks).

QUESTION TWO

- a) Organizations operating in a volatile, uncertain, complex and ambiguous (VUCA) environment can leverage on the training function to achieve their goals and gain a competitive advantage. Assess how organizations

are likely to achieve this.

(5 marks)

- b) The training that is carried out in organizations can be implemented using different approaches. Critically analyze five on the job training methods that can be used to enhance organizational effectiveness and sustainability.

(5 marks)

- c) To justify the expenditure on training and development, managers are expected to carry out training evaluation. Examine five methods that are commonly used to evaluate training programs in an organization.

(5 marks)

QUESTION THREE

- a) The demand for human capital in the primary and secondary sector has been on the rise while the supply has been declining as individual invest their time and resources to develop human capital for the tertiary sector. Assess five ways through which the human capital in the primary and secondary sector can be improved.

(5

marks)

- b) Performance management is a critical human resource management function with a bearing on training and development. Evaluate the role played by performance management in relation to training and development.

(5 marks)

- c) Strategic human resource development has gained much traction in recent years that ever before due to the increased volatility, uncertainty, complexity and ambiguity of the market environment. As a training and development expert, advise organizations on what they should do to ensure alignment with the environment.

QUESTION FOUR

- a) With technological advancement and increasing demand for training, many organizations appear to be in favour of e-learning to actualize their training. Critically assess the reasons behind the increasing usage of e-learning in training and development
(5 marks)
- b) A manager of a rapidly growing organization has realized that the organization has not been fully utilizing the potential of their employees and thus not achieving organizational effectiveness. One of the human resource development practices that has not been optimized is career planning. Advise the manager on the rationale for career planning.
(10 marks)