



POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF MASTER OF BUSINESS ADMINISTRATION

HCO 501: TRAINING AND DEVELOPMENT

DATE: 8TH APRIL 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

PATA PATA INVESTMENTS LTD

Pata Pata investments limited was started ten years ago by Mr. and Mrs. Daniel Pata. The company has grown into a reportable company in the specialized field of computer chips manufacturing in a brief span of ten years. Mr. Pata is a retired professor of particle Physics while his wife Michelle Pata is a retired professor of Mathematics. Both are icons in their area of specialization. The company's meteoric rise to fame has not been easy. Mr. Pata, a career educationist believes in a trained workforce as the back bone of his company's success. He therefore recruited graduate engineers with first class honours who are then trained on the job both locally and overseas where the training practice is trainer-oriented, experiential and Participative approach, coupled with flexible programmes. He also pays his work-force well above market rates. The company employees exude an air of importance among their equals.

Most computer manufacturing industry giants are limping along due to harsh economic times that are bad news. But the good news is that there are opportunities for those who know what direction computer technology, applications and trends are taking, no one can predict its precise path of technology or applications, but being able to anticipate the curves and directions is a definite advantage. With the first microprocessor built in 1971, no one fully understood how widely it would impact on our lives. The 4004 micro-processor was originally designed as a single chip solution to the programmable calculator, i.e. one that would replace at least twelve separate chips in time, it evolved into a device that was capable of controlling the operations of thousands of machines from appliances to industrial robots. Today there are more than 100 million PC's in use around

the world and the annual hardware, software and service sales total, is in excess of US \$ 200 million.

Pata Pata Investments Ltd is in the process of developing a highly versatile chip which will be used in the fifth-generation computers. These are the types of intelligent computers which may replace the human brain. The executive chairman knows that this requires heavy investment in human resource. He also knows the adage, “the higher the risk the greater the returns”.

Required:

a) Why would it be advisable for Pata pata Investment Ltd to risk investing in its human resource development?

(10 marks)

b) Explain the effectiveness of the training development methods practiced by Pata Pata investment Ltd for a success in the development and growth of its employee

(10 marks)

c) Examine the limitations of the training methods adopted by Pata Pata investment Ltd

(5 marks)

d) Experiential learning is regarded as the most appropriate method for a learner in management training. Discuss

(5 marks)

QUESTION TWO

a) A mid-sized technology company is facing three distinct challenges: new hires are struggling to use the company's proprietary software, several high-performing engineers have been identified for future leadership positions but lack management skills, and the company wants to foster a culture of innovation to stay ahead of market trends. Assess how the company could use a combination of Training,

Education, and Development to address these challenges. Justify why each specific approach is appropriate for each challenge.

(10

marks)

- b) A manufacturing company has recently automated a key part of its assembly line and needs to retrain its existing workforce to operate and maintain the new machinery. Using the Five-Stage Training Process (Needs Analysis, Instructional Design, Developing and Validation, Implementation, and Evaluation), create a comprehensive plan for this retraining program. Describe the key activities you would undertake at each of the five stages to ensure the training is effective and results in improved job performance

(5 marks)

QUESTION THREE

- a) Compare and contrast the essential human capital attributes for an employee in the primary/secondary sector (e.g., a factory worker) versus an employee in the tertiary/knowledge economy (e.g., a management consultant). Explain why the concept of human capital has broadened beyond simple productivity metrics to include factors like emotional intelligence, creativity, and communication skills

(5

marks)

- b) Critically compare the Management by Objectives (MBO) method with the 360-Degree Feedback method of performance assessment. Analyze the primary advantages and disadvantages of each method. For what type of employee and organizational culture would each method be most appropriate? Justify your reasoning.

(5 marks)

- c) As the new Head of HRD for a global company, you are tasked with creating a modern development strategy. Evaluate how the trends of Globalization and Electronic, Mobile, and Social Learning are fundamentally reshaping workplace learning using three specific initiatives you would launch that integrate these two trends to build a globally competent and continuously learning workforce

(5

marks)

QUESTION FOUR

- a) An organization is facing two related problems: several high-potential mid-career employees are leaving due to a perceived lack of growth, and the executive team is nearing retirement with no clear replacements identified. Assess how the distinct processes of Career Planning and Succession Planning can be used together to solve both problems

(5 marks)

- b) An employee is consistently failing to meet performance standards. As their manager, you decide to adopt a coaching role rather than a purely disciplinary one. Examine how you would apply the four dimensions of the coaching role to help this employee succeed

(5 marks)

- c) Your CFO is skeptical about the return on investment for moving from face-to-face training to online training. Based on the "Benefits of Online Training and Development" section, write a persuasive argument highlighting four key benefits of e-learning, with a strong focus on cost-effectiveness and flexibility. Use specific examples to illustrate your points.

(5 marks)