The Management University of Africa

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POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF MASTER OF BUSINESS ADMINISTRATION

HCO 501: TRAINING AND DEVELOPMENT (SPECIAL)

DATE: 29TH JULY 2024

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

FORTUNATE CORPORATION

As the business landscape continues to evolve, organizations are placing a greater emphasis on developing their managerial talent to ensure long-term success. One such organization, Fortunate Corporation, recognized the need to implement a robust career planning and management development program to groom its future leaders.

Fortunate Corporation, a large multinational firm operating in the technology sector, had experienced rapid growth over the past decade. While this growth was a testament to the company's innovative products and services, it also highlighted the need to invest in the development of its management team. Many of the company's current leaders were approaching retirement age, and there was a dearth of internal candidates ready to step into these critical roles. To address this challenge, Fortunate Corporation's HR department spearheaded the creation of a comprehensive career planning and management development program.

The first step was to conduct a thorough assessment of the company's managerial talent. This involved a multi-faceted approach, including performance reviews, 360-degree feedback, and psychometric testing. The goal was to identify high-potential employees with the skills, experience, and leadership potential to take on greater responsibilities.

Based on the talent assessment, the HR team worked closely with each identified high-potential employee to create a personalized development plan. These plans outlined specific training and development activities, such as mentoring, job rotations, and targeted coursework, to help the employees address their skill gaps and prepare them for future leadership roles. To provide ongoing support and guidance, Fortunate Corporation implemented a formal coaching and mentoring program. Senior executives were paired with high-potential employees, serving as mentors and sponsors to help them navigate their career development journey. The career planning and management development program was closely integrated with the company's succession planning efforts. By identifying and developing a robust pipeline of internal talent, Fortunate

Corporation ensured that critical leadership positions could be filled seamlessly as the need arose.

The results of Fortunate Corporation's career planning and management development program have been extremely positive. Over the past three years, the company has successfully promoted several high-potential employees into key managerial roles, and the overall engagement and retention of these individuals has improved significantly. Additionally, the program has helped to create a strong sense of ownership and commitment among the company's future leaders, as they feel empowered and invested in the organization's long-term success.

The case of Fortunate Corporation demonstrates the importance of proactive career planning and management development in today's dynamic business environment. By investing in the growth and development of its managerial talent, the company has positioned itself for continued success, ensuring a smooth transition of leadership and a robust pipeline of future leaders.

Required:

a) Assess five strategies that were employed by Fortunate Corporation to enhance management development **(10 marks)**

b) Examine five key results of the career planning and management development programme at Fortunate Corporation **(10 marks)**

c) Evaluate five challenges that are likely to be encountered when carrying out management development **(10 marks)**

QUESTION TWO

a) Assess five reasons that compel organizations to invest their time and resources in human resource training and development **(10 marks)**

b) While undertaking training in an organization, training needs analysis is one of the steps in the systematic approach to training. Evaluate the types of analysis that are undertaken in this step **(5 marks)**

QUESTION THREE

a) Assess five steps that can be followed to facilitate a leadership development process **(5 marks)**

b) Acknowledging that what gets measured gets done, organizations carryout performance management. Examine five guidelines that can enhance the effectiveness of performance management **(5 marks)**

c) Evaluate the rationale for the desirability of a proactive learning needs identification in today's organizations **(5 marks)**

QUESTION FOUR

a) Career planning process is characterized by a number of important steps that should be followed to be successful. Discuss the five steps **(5 marks)**

b) Assess five areas of human resource management where HR professionals should seeking coaching to become effective in. **(5 marks)**

c) In the current world many trainers are resulting to e-training has proven to be very efficient and effective. Analyse five reasons behind the popularity of e-training **(5 marks)**