The Management University of Africa

MUA

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POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF MASTER OF BUSINESS ADMINISTRATION

HCO 501: TRAINING AND DEVELOPMENT

DATE: 25TH MARCH 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

VELVET COMPANY

James Balata heads the learning and development function at Velvet Company and has been working for the company for eight years. It is a long tenure for anyone, let alone someone in New Tech, but it is not unusual at Velvet Company. He has seen the business grow from 100 to 4000 people. During this period he oversaw the development of a leadership development programme known as the Luminous.

The 'Luminous' leadership programme was developed in-house and is delivered via a mix of internal and external facilitators. The programme, available for all employees, is provided at three different levels, which means that everyone from aspiring managers to senior leaders has access to the learning at the right level for them. Each quarter has a different theme, including: coaching, high-performing teams, looking after the money, and decision-making and problem-solving. The programme aims to bring learning to life in creative and memorable formats, including Luminous Lunches, book clubs, external speaker programme and even an escape room to explore problem-solving. Where there is classroom-based learning, it is delivered in bite-size sessions and there is a significant emphasis on activities to follow up and embed the learning.

To create a buzz around the programme and increase engagement, Velvet Company thought creatively about branding. This resulted in the brand 'Luminous: light the way for others', and at launch, everyone who attended the first session was given a lightbox. The leadership programme is assured by City & Guilds and ILM, which recognizes world-class in-house training, and has been assessed against best practice standards with five key components: design and delivery; planning and management; employee/learner support/quality assurance; evaluation; and continuous assessment. The assurance process has helped Velvet Company demonstrate impact - employees need to demonstrate how they've embedded the learning, and how it has improved performance. It has identified tangible examples of how improved leadership capability has translated into business results. The programme achieved significant positive results: An increase in coaching skills - it has seen a real shift in coaching skills, with

increased employee satisfaction on coaching received from managers, as demonstrated by employee surveys; Improvement in customer satisfaction - through assurance conversations, employees identified numerous ways of how they have applied their learning to improve customer experience. This has helped improved Velvet Company's Trust Pilot reviews and scores, reducing call drop-off rates and handling complaints; increased employee engagement - participation also identified how an increase in leadership capability has helped with engagement within teams. Employee engagement scores have increased from 85% to 94% over a 12-month period; Employee progression - as well as developing the leadership skills of current leaders, the programme supported aspiring leaders to move on to management roles. Within a 12-month period, four employees progressed to a higher role as a result of the programme. Beyond this the programme has had a number of wider impacts. One example of this has been the opening up of career conversations in the organization, giving employees the confidence to have discussions about their future careers, both inside and outside Velvet Company. The programme has helped create an environment where employees feel able, and encouraged, to take accountability to start the conversation: 'It is really powerful where the whole team has gone on it.

Required:

a) Assess five benefits that have been realized by the Velvet Company through the Luminous programme **(10 marks)**

b) Evaluate the five key components of the Luminous programme **(10 marks)**

c) Examine the areas of human resource development that form the themes of the Luminous programme **(10 marks)**

QUESTION TWO

a) In carrying out training, there are a number of analysis that should be carried out to ascertain the training needs. Assess five types of analysis that could be necessary during training needs analysis **(10 marks)**

b) Various contemporary issues impact on the way in which training and development is carried out in organizations. Examine five implications of globalization on training and development **(5 marks)**

QUESTION THREE

a) Organizations depend on their human capital in an effort to achieve effectiveness. Evaluate five ways through which human capital can be increased **(5 marks)**

b) Performance appraisal has implications for training and development of employees in organizations. Evaluate five shortcomings of the management by objectives technique **(5 marks)**

c) Leadership play a vital role in organizational performance. Examine the steps that can be executed in effecting leadership development in an organization **(5 marks)**

QUESTION FOUR

a) Career planning is considered to be one of the components of Human resource development. Evaluate the five stages in career planning **(5 marks)**

b) As a means of developing employees and also a knowledge management strategy, organizations are likely to employ mentorship. Examine five benefits that are likely to accrue from mentorship **(5 marks)**

c) The advancement in information communication technology (ICT) has led to several organizations applying ICT in training and development. Assess the impact of e learning in organizations **(5 marks)**