

The Open University of Sri Lanka

Faculty of Management Studies

Bachelor of Management Studies Honours in HRM Degree Programme

Final Examination - 2025/2026

HRU6412 – Human Resource Training and Development

Duration – Three (03) Hours



Date: 21.06.2026

Time: 09.30 AM – 12.30 PM

Instructions:

Answer Question 01, the Compulsory Case Study Question in Part A, and any other three (03) questions from Part B.

Part A: Compulsory Case Study

NexTech Solutions is a rapidly growing technology company with over 800 employees working in hybrid and remote environments across multiple locations. As the organization expanded, management identified significant skill gaps in areas such as data analytics, virtual collaboration, and digital project management. To address these challenges, the company adopted an effective Training Model to develop a strategic and contemporary Training and Development (T&D) program.

Firstly, the Human Resources (HR) department utilized AI-powered analytics and employee performance data to identify existing skill gaps and forecast future competency requirements. The findings revealed the need for enhanced digital capabilities, virtual teamwork skills, and leadership competencies. After that, learning specialists created personalized learning pathways aligned with organizational objectives and employee development needs. The training strategy focused on skills-based learning and continuous professional development.

NexTech also created targeted microlearning modules, virtual collaboration courses, and interactive learning materials. The company also integrated Diversity, Equity, and Inclusion (DEI) content to promote cultural awareness, emotional intelligence, and inclusive workplace behaviors. Building on this, employees accessed training through an AI-powered Learning Management System (LMS), which delivered personalized and bite-sized learning content. The LMS supported hybrid and remote employees by offering courses on digital communication, virtual teamwork, and remote productivity. Predictive analytics within the system also recommended future learning opportunities based on individual career paths and organizational talent requirements.

Finally, HR assessed the effectiveness through performance indicators, engagement scores, learning completion rates, employee feedback, retention statistics, and productivity measures. The results demonstrated improved employee performance, stronger virtual collaboration, higher engagement levels, and lower turnover rates. Employees valued the opportunities for continuous upskilling and reskilling. At the same time, management viewed training as a strategic investment

in human capital that strengthened organizational competitiveness and adaptability in a rapidly changing business environment.

Question 01

(i) Why is contemporary Training and Development considered a strategic investment in human capital rather than an administrative cost? Discuss with reference to the case study. (15 Marks)

(ii) Explain how each stage in the effective Training Model was applied by NexTech Solutions to improve its contemporary Training and Development program using the examples from the case study. (25 Marks)

(40 Marks)

Part B

Question 02

Describe separately how “Human Resource Training” and “Human Resource Development” are linked with the HRM functions of “Employee Performance Management” and “Succession Planning” using a Multinational Organization as an example. (20 Marks)

Question 03

“The three main roles of the Training Director/Manager play an important part in making the training programme an effective one. Explain those three main roles of the Training Director/Manager, providing an example for each role. (20 Marks)

Question 04

“Training programmes could be effective when you match the appropriate training technique with the content and the nature of the training programme.” Elaborate on the above statement using four Training Techniques as examples. (20 Marks)

Question 05

“Having a Training Needs Analysis is as important as having a Training Evaluation in justifying a Training Programme in a private sector organization”. Do you agree or disagree with the above statement? Justify your answer. (20 Marks)

(Total Marks =100)