

The Open University of Sri Lanka

Faculty of Management Studies

Bachelor of Management Studies Honours in HRM Degree Programme

Final Examination - 2024/2025

HRU6412 – Human Resource Training and Development

Duration – Three (03) Hours



Date: 23.11.2025

Time: 09.30 AM – 12.30 PM

Instructions:

Answer Question 01, the Compulsory Case Study Question, and any other three (03) questions.

Question 01 (Compulsory Question)

Case Title: Upskilling HR Staff for HRIS Implementation at GlobalFin Bank

GlobalFin Bank, a mid-sized financial institution, embarked on implementing a new Human Resource Information System (HRIS) to modernize HR functions such as recruitment, payroll, and performance management. The new system promised to enhance efficiency, data accuracy, and decision-making. However, soon after rollout, management identified a major obstacle as HR staff lacked the digital literacy, analytical capability, and system navigation skills necessary for effective HRIS use. Many employees felt uncertain and reverted to manual HR processes, leading to low adoption and operational inefficiencies.

To address this challenge, the HR Director initiated a comprehensive Training Needs Assessment (TNA) as the first phase of a structured Training and Development (T&D) strategy. The TNA process aimed to identify performance gaps, skill deficiencies, and behavioral barriers hindering HRIS adoption. The analysis was conducted as follows. First, they examined strategic goals and identified that the bank's digital transformation required HR to move from transactional operations to data-driven decision-making. Then they mapped new HRIS related job responsibilities and identified specific competencies required, such as data entry accuracy, report generation, and HR analytics interpretation. Along with that they used performance evaluations, surveys, and interviews to identify employees struggling with system usage or demonstrating low confidence in digital tasks.

The TNA findings revealed that over 70% of HR staff required basic system literacy training, while a smaller segment needed advanced analytics and reporting skills. Based on this insight, the HR

team developed a targeted, competency-based training plan that aligned learning outcomes with both employee needs and organizational strategy.

Question 01

(a) Elaborate on the Three Types of Training Needs Assessment (TNA) enabled GlobalFin Bank to design an effective training program for HRIS adoption, with examples from the case study.

(20 Marks)

(b) Explain the importance of having a TNA in the training process of GlobalFin, providing valid justifications.

(20 Marks)

(40 Marks)

Question 02

(a) "Hire for attitude, Train for skill." Do you agree with the above statement? Elaborate on the importance of Training and Development in an organization.

(10 Marks)

(b) Explain what a "performance gap" is and how the performance gap can be removed by providing training to improve competencies in employees.

(10 Marks)

Question 03

(a) Elaborate on the two main types of training techniques in the T and D process

(10 Marks)

(b) Explain the importance of the Job Rotation technique for Management Trainees in a multinational organization.

(10 Marks)

Question 04

Explain what Management Development is and differentiate Management Development from Management Training by providing an example.

(20 Marks)

Question 05

Explain the importance of Training Evaluation during and after providing Training with examples at each level.

(20 Marks)

(Total Marks =100)