



Investing in Africa's Future

COLLEGE OF BUSINESS AND MANAGEMENT SCIENCES

NHRM402: HUMAN RESOURCES DEVELOPMENT

END OF SEMESTER EXAMINATIONS

APRIL 2026

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DURATION: 3 HOURS

Instructions

1. Answer **THREE** questions.
2. Section A is compulsory.
3. Choose any **TWO** questions in section B
4. Write legibly
5. Start each question on a new sheet

SECTION A: COMPULSORY

Question 1

- a. Define Human Resource Development (HRD) and explain its scope within modern organisations. **(10 marks)**
- b. Distinguish between Human Resource Development (HRD) and Human Resource Management (HRM), highlighting how the two functions complement each other. **(10 marks)**
- c. Discuss the relevance of Adult Learning Theory (Knowles) in workplace training and development. **(10 marks)**
- d. Explain the importance of conducting a Training and Development Needs Analysis (TDNA) before designing HRD programmes. **(10 marks)**
- e. Identify and explain **two** challenges affecting HRD implementation in African organisations. **(10 marks)**

SECTION B: ANSWER ANY TWO QUESTIONS

Question 2

Discuss the strategic role of Human Resource Development in supporting organisational strategy and competitive advantage. **(25 Marks)**

Question 3

Explain the process of designing and implementing HRD interventions, making reference to the ADDIE instructional design model. **(25 Marks)**

Question 4

Critically evaluate the role of talent management, career development, and succession planning in ensuring organisational sustainability. **(25 Marks)**

END OF EXAMINATION