



DEGREE
July-December

Sessional Examination
TD231-Training&Development

BOTSWANA OPEN UNIVERSITY

Bachelor of Commerce (Human Resource Management and Industrial Relations)

Training and Development
TD231

Sessional Examination

Time Allowed: 3 Hours

Marks: 100

Instructions

1. The examination consists of **Four** sections: A, B, C and D
2. Begin each to a new question on a new page.
3. Answer questions according to instructions given.
4. Write answers in the answer booklet provided.
5. Write in grammatical English.



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SECTION A- MULTIPLE CHOICE QUESTIONS. [10 MARKS]

Answer ALL questions. Each question carries ONE (1) mark.

Choose the best answer from the given alternatives.

1. _____ involves temporary transfer of employee not for contingency reasons but for another role in another area of work.
 - A. Job rotation
 - B. Coaching
 - C. Mentoring
 - D. Secondment

2. What is the learning theory in which the sensory input is transformed, reduced, elaborated stored, recovered and used?
 - A. Behaviourism
 - B. Cognition
 - C. Humanistic psychology
 - D. Experiential

3. Learners in _____ style combine concrete experience and reflective observations as their preferred style of learning.
 - A. Accommodator
 - B. Converger
 - C. Diverger
 - D. Assimilator



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4. When the training manager checks whether the required standard of a training programme has achieved its goals, this is known as _____.
- A. Summative assessment
 - B. Formative assessment
 - C. Moderation
 - D. Evaluation
5. When a trainer attends a three day workshop to enable her to build her own PowerPoint presentation, this best represents _____.
- A. Education
 - B. Training
 - C. Development
 - D. Leadership
6. An organisation's training department is requested by another department to develop a training programme. What level of training needs analysis is this?
- A. Personal
 - B. National
 - C. Organisational
 - D. Task
7. _____ refers to individual capacity to use knowledge.
- A. Competency
 - B. Skill
 - C. Learning
 - D. Attitude



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8. Which of the following statements explain the concept of education?
- A. Prepares a person to perform a specific job
 - B. Focuses on a wide range of job activities
 - C. Has limited meaning than the broader interpretation
 - D. Is about learning fundamental life skills
9. When organising a training programme, which of the following should be taken into consideration as management aspect of training?
- A. Selecting the right instructors
 - B. Selecting a suitable training strategy
 - C. Determining whether efforts achieved the leaning objectives
 - D. Selecting applicable training aids and facilities
10. Which one of the following is not included in a typical training plan?
- A. Detailed time frame for the organisation as a whole
 - B. Physical, financial and tangible resources
 - C. Budget allocation with regard to training for each department
 - D. A supervisor responsible for monitoring the training plan



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SECTION B: TRUE /FALSE QUESTIONS.

[10 MARKS]

Answer ALL questions. Each question carries ONE (1) mark

State whether each of the following statement is TRUE or FALSE.

1. Availability of information about the organisation's training needs is not among the range of factors to be considered in designing the training and development policies.
2. Step 1 in Kirkpatrick model is how well the trainers liked the programme.
3. The choice of aid is not influenced by the tasks necessary to achieve objectives.
4. Mentoring is usually applied to operative and similar tasks, while coaching has organisation wide application targeted on higher echelons of an organisation and complex situations.
5. It is critical for the intended target group to be involved in the formulation of training objectives.
6. Competitive advantage is enjoyed by the organisation that makes it easier to respond to the needs is an internal factor considered in the planning and management training programme.
7. Unfreezing focuses on breaking or reducing or eliminating knowledge or habits that constitute barriers to learning.
8. Development is the process of generating ideas for organisational improvements while organisational development is the general improvement and growth of an individual's skills and abilities through conscious and unconscious learning.
9. Physiological psychology focuses on the body structures and how they influence behaviour.
10. According to Kolb (1974) four-stage learning cycle, conceptualization establishes cause and effect relationships.



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SECTION C: SHORT ANSWER QUESTIONS.

[30 MARKS]

Answer ALL questions.

QUESTION 1

- a) Name two types of training objectives. **(2 marks)**
- b) Explain the difference between formal learning and informal learning **(4 marks)**
- c) State four issues, which are considered when designing a training and development policy. **(4 marks)**

QUESTION 2

- a) Identify two critical stages in the training process. **(2 marks)**
- b) State four basic ways in which people learn. **(4 marks)**
- c) Illustrate Kolb's four stage learning cycle with aid of labelled diagram. **(4 marks)**

QUESTION 3

- a) List two environmental barriers to learning. **(2 marks)**
- b) Outline any four steps in Boydel and Leary' six step benchmarking model. **(4 marks)**
- c) Explain four advantages of a case study as a training technique **(4 marks)**



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SECTION D: ESSAY QUESTIONS.

[50 MARKS]

Answer ANY TWO (2) questions in this section

QUESTION 1

- a) Analyse three common formats for sequencing material during clearing session. **(9 marks)**
- b) Critically examine four reasons for employee learning. **(16 marks)**

QUESTION 2

Evaluate five things a trainer should take into account when designing and developing a training and development programme for adult learners. **(25 marks)**

QUESTION 3

- a) Identify and appraise three main sources for information on training objectives. **(9 marks)**
- b) Evaluate four ways of maximizing the benefits of delegation process as an on-the-job training technique. **(16 marks)**

END OF EXAMINATION