

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

In collaboration with

ZIMBABWE OPEN UNIVERSITY

**Bachelor of Commerce (Human Resources Management and Industrial
Relations)**

TRAINING & DEVELOPMENT

TD231

SPECIAL EXAMINATION

Marks – 100

Time Allowed: 3 hours

Instructions to candidates

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

SECTION A: MULTIPLE CHOICE QUESTIONS. [10 marks]

Answer all Questions. Choose the best alternative answer.

1. The process of enhancing the technical skills of workers in a short period is called _____.

- A. Development
- B. Training
- C. Education
- D. Operational analysis

2. The training needs analysis takes place at which phase of the training process?

- A. Deciding how to maximize participant learning
- B. Deciding what to teach
- C. Choosing appropriate instructional methods
- D. Determining whether training programmes are effective

3. When evaluating interventions, organisations often resort to the lowest level of Kirkpatrick' s model and only gather reaction level data. However, reaction level data can be improved by asking trainees _____.

- A. How difficult they found the training.
- B. How useful and enjoyable they found training.
- C. How much they enjoyed the training.
- D. How difficult and useful they found the training.



6. Training needs analysis can take place at organisational, task and person levels. At the organisational level, it broadly examines what are the organisation's strategic plans and where is training and development needed to fit into planning. Organizing training needs generally occur when:

- A. Information technology systems need upgrading.
- B. There is some kind of barrier hindering the achievement of organisational aims and objectives, which are best, removed by training.
- C. Government provides additional funding.
- D. Other competing organisations are conducting extensive training programmes.

7. Learning theories are classified into three categories namely;

- A. Behaviourism, cognitivism and humanistic psychology.
- B. Behaviourism, motivation, and cognitivism.
- C. Behaviourism, cognitivism and motivation.
- D. Behaviourism, motivation, and humanistic psychology.

8. The planned use of networked information and communication technologies for the delivery of training is called _____.

- A. Role playing
- B. E-learning
- C. Case study
- D. Programmed learning

9. Which of the following is true about e-learning?
- A. It is most often used to complement other forms of learning and development.
 - B. It cannot usefully be blended with other training methods.
 - C. It is not as effective as traditional training methods.
 - D. It is the most expensive training method.
10. The critical stages in the training process include _____.
- A. Identifying individual and organisational needs.
 - B. Selecting and designing required training.
 - C. Conducting the training and assessing impact of the training effort.
 - D. All of them.

SECTION B: TRUE/FALSE QUESTIONS.

[10 MARKS]

Answer ALL questions. State whether each of the following statements is TRUE or FALSE.

1. Coaching and job-rotation are examples of off-the-job training methods and techniques.
2. Cognitivist believes that an individual learns by accessing, processing and transforming information from the environment guided by mental/cognitive process.
3. Gains in efficiency, quality and customer satisfaction arise from employee skills.
4. Training is done based on current needs for job-specific tasks with the view to improve employee performance in that job.
5. Reactive and proactive approaches are two routes into training and development.
6. Identifying gaps in knowledge skills, and attitudes that may hinder good job performance by an employee is called training needs analysis.
7. Trainees, trainers, training manager and department, and the managers are all stakeholders in a training evaluation process.
8. Gains in efficiency, quality and customer satisfaction arise from employee skills.
9. Training objectives can be categorized as terminal, enabling and lesson objectives.
10. Training and learning aids are support for words not substitutes.



SECTION C: SHORT ANSWER QUESTIONS. [(30 marks)]

Answer ALL questions.

Question 1

Both on-the-job-training and off-the-job-training methods can be further broken down into four types. Identify the four methods/types. **(4 marks)**

Question 2

A well planned and well executed training program can provide a number of advantages to an organisation.

(a). Define training. **(2 marks)**

(b). State any four benefits of training to an organisation. **(4 marks)**

Question 3

Training must always be evaluated and the evaluation of training must be done by what is known as the “training evaluation quintet”. Name who consists the Training Evaluation Quintet.

(5 marks)

Question 4

Donald Kirkpatrick developed the Kirkpatrick Evaluation Model for evaluating training during the 1950s. Identify the four levels. **(4 marks)**

Question 5

The kind of training methodology to be adopted by an organisation depends on several factors. Outline any six factors that determine the type of training methodology to be used.

(6 marks)

Question 6

State three advantages of on-job-training and two disadvantages of off-job-training.

(5 marks)



SECTION D: ESSAYS TYPE QUESTIONS. [50 MARKS]

Answer any two questions in this section.

Question 1

(a) Discuss any four issues and changes in an organisation that may lead to the need for employee training and development: **(8 marks)**

(b) You are an experienced and internationally known training and development consultant. Advise a group of HR training managers on how they can provide a supportive, learning environment in their organisations. **(17 marks)**

Question 2

Job training is an important Human Resource (HR) function and an absolute essential in today's competition. There are different training methods adopted by firms depending on their varying needs. But broadly the training methods are categorized into on-the-job training and off-the-job training methods.

You are a training and development expert; explain to a class of BBA students, the main differences between on-the-job training and off-the-job training methods. **(25 marks)**

Question 3

Usually, return on investment follows a business impact, a business impact follows application, application follows learning, and learning follows satisfaction with training. This means that there are five evaluation methods to evaluate staff training results satisfaction and participant reaction, behavioral application, measurable business improvement, return on investment (ROI) and knowledge acquisition.

Analyse each one of these five training evaluation methods, clearly focusing on what happens, the focus and how it is done. **(25 marks)**

END OF THE PAPER
