

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

In collaboration with

ZIMBABWE OPEN UNIVERSITY

Bachelor of Commerce Degree

Human Resources Management & Industrial Relations

Training and Development

TD231

Sessional Examination

Time allowed: 3 hours

Instructions

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 each section.
4. Write answers in the answer booklet provided.
5. Write in grammatical English.



SECTION A

[10 MARKS]

MULTIPLE CHOICE QUESTIONS

Each question carries 1 mark

1. _____ is a relatively permanent change in behaviour which includes both observable actively and internal processes such as thinking, attitudes and emotions.
 - A. Coaching
 - B. Learning
 - C. Development
 - D. Mentoring

2. Which of the following is not amongst the known theories of learning?
 - A. Cognitive – Gestalt approaches
 - B. Reinforcement theory
 - C. Experimental learning
 - D. Psychology

3. A trainer, to identify the symptoms of the problem, can use the following sources of information. Which one is not a source of information?
 - A. working planning and review systems
 - B. Customer and organisations survey
 - C. Probation Reviews
 - D. Managerial principles

4. What is the second step in training needs assessment?
 - A. Identifying the performance gap
 - B. Evaluate the programme
 - C. Conducting the training
 - D. Selecting appropriate training method.

5. _____ involves the lateral transfer of employees to work on different designated assignments.

- A. Apprenticeship
 - B. Mentoring
 - C. Job rotation
 - D. Understudy
6. _____ is a technique that can be used for both training and developing purposes but is confined to one or two staff members.
- A. Quality Circles
 - B. Coaching
 - C. Job Rotation
 - D. Action Learning
7. Acquisition of learning depends on three main factors. Which one is not?
- A. The innate qualities of the learner
 - B. Secondment or career development
 - C. Skills of the teacher
 - D. condition of which learning takes place.
8. Which one of the following is not an aspect of organisation training and development programme?
- A. Training and development objective
 - B. Basis of training and development
 - C. Budgeting
 - D. Participative counselling
9. _____ refers to coming into another's place or position fallen vacant or likely to fall vacant in future.
- A. Human resource planning
 - B. Replacement planning
 - C. Succession planning
 - D. Development planning

10. Which one of the following is not part of Human resource development process?
- A. Existential process
 - B. Coping process
 - C. Collaborative process
 - D. Selection process

SECTION B – TRUE/FALSE QUESTIONS

[10 MARKS]

Answer ALL questions.

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

1. Training consists of programmes, which are deliberately planned to improve performance at the individual, group and organisational levels.
2. In training needs assessment, the conceptualisation of the terms competence and performance is important.
3. General knowledge is acquired from educational organisations, exposure to special courses meetings and selective reading assignment.
4. Learning refers to the efficient way of doing things.
5. Teaching and learning activities can be designed and implemented to take the principles of learning in account
6. In designing training needs, it is important to have a clear description of the target group for which the course is to be developed.
7. The need to plan for an employee's career is caused by both economic and social forces.
8. Learning is not relatively enduring change in behaviour brought about as a consequence of experience.
9. Career development programmes do not consist of all those activities through which an individual's career is developed.
10. Skilled workers are given training in improved methods of handling machines and materials.



SECTION C – SHORT ANSWER QUESTIONS

[30 MARKS]

Answer ALL Questions

1. Define assessment and differentiate between Assessment and Evaluation in a learning process? **(10 marks)**
2. Define career management and give at list five key objectives of career management? **(10 marks)**
3. Compare and contrast the similarities between training and staff development? **(10 marks)**

SECTION D ESSAY TYPE QUESTIONS

[50 MARKS]

ANSWER ANY TWO QUESTIONS

QUESTION 1

Critically analyse the essential factors that should be considered in designing career planning and development programme of an organisation? **(25 marks)**

QUESTION 2

Describe knowledge management and explain essential features of a learning organisation? **(25 marks)**

QUESTION 3

- a) Which strategies will you undertake to provide for an effective succession planning in an organisation? **(15 marks)**
- b) What is empowerment? Suggest the principles you will put in place to ensure gradual empowerment of employees in your organisation. **(10 marks)**

END OF THE PAPER

