

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

Special 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. _____ theory has its basic premises that effective learning occurs when the senses are stimulated.
 - A. Reinforcement
 - B. Sensory Stimulation
 - C. Facilitation
 - D. Holistic learning

2. The process of enabling or authorizing an individual to think, behave, take action, and control work and make decisions with autonomy is known as _____.
 - A. Innovation
 - B. Empowerment
 - C. Management
 - D. Delegation

3. Which one of the following is not a technique used to improve interpersonal skills?
 - A. Role play
 - B. behaviour modelling
 - C. Sensitivity Training
 - D. Understudy

4. _____ is the second stage in the performance appraisal process.
 - A. Performance progress Review
 - B. Pre appraisal planning conference
 - C. Performance analysis
 - D. Performance failure analysis.

5. Which one of the following is not an element of organisational managerial skills?
 - A. Conceptual skills

- B. Participative Management system
 - C. Technical skills
 - D. Human relations
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. The key stakeholders in training evaluation process are the following except _____.
- A. Trainees
 - B. Community
 - C. Trainer
 - D. Training and development department
8. Which of following factors does not influence the quality of performance emanating from the individual?
- A. Abilities, skills and aptitudes
 - B. Attitudes values, needs and motives
 - C. Gender
 - D. Managerial principles
9. Which one of the following is a disadvantage of a case study?
- A. Introduce an element of realism
 - B. Arouse interest and motivation in trainees
 - C. Improve decision making skills
 - D. Expensive
10. What is the final step in the training and development process of an organisation?

- A. Design a needs analysis
- B. Evaluate the programme
- C. Conduct a needs analysis
- D. Present programme to small text audience.

SECTION B – TRUE/FALSE QUESTIONS

[10 MARKS]

Answer ALL questions.

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

1. Training is the process of providing executives and other employees with specific knowledge and skills in order to enable them to perform specific tasks.
2. No single employee is a perfect fit at the time of hiring, and so some training or education must take place.
3. The second step in training needs assessment is to identify the performance gap between the standard desired level of performance and the current actual level of performance.
4. The performance targets indicate what is to be attained by the appraisee.
5. Adult learners can bring a great deal of experience to the learning environment and educators can use this as recourse.
6. Retraining programmes are designed as a means of avoiding personal obsolescence.
7. Training and development of personnel should be viewed as an integral part of corporate strategy.
8. Improvements in efficiency, quality, and customer satisfaction do not arise from employee skills.
9. The effective domain of learning does not involve the modification or acquisition of new feelings, emotions, values, or preferences by an individual.
10. Semi –skilled workers require training to cope with requirements arising out of adoption of mechanisation, rationalisation and technical progress.

SECTION C – SHORT ANSWER QUESTIONS

[30 MARKS]

Answer ALL Questions

1. Define training policy and explain at least five elements of a good training policy suitable for an organisation?
(10 marks)

2. What is training evaluation? Give eight reasons why managers are reluctant to invest in the training and development evaluation programme? **(10 marks)**
3. What are the distinctions between career planning and manpower planning? **(10 marks)**

SECTION D ESSAY TYPE QUESTIONS

[50 MARKS]

ANSWER ANY TWO QUESTIONS

QUESTION 1

- a) What is Performance appraisal? Explain the functions of performance appraisal as an essential tool to organisational training and development. **(15 marks)**
- b) Define management development and pinpoint skills required for middle management executives in a global business environment? **(10 marks)**

QUESTION 2

Critically analyse career development and discuss its value on individual and organisational development? **(25 marks)**

QUESTION 3

Define management development and explain the concept of a sound management development programme. **(25 marks)**

END OF PAPER

