



ICM

SEPTEMBER 2015

TRAINING & DEVELOPMENT

Instructions to candidates:

- a) Time allowed: Three hours (plus an extra ten minutes' reading time at the start – do not write anything during this time)
 - b) Answer any FIVE questions
 - c) All questions carry equal marks. Marks for each question are shown in []
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1. Describe ONE theory of learning and, through the use of one example, evaluate its advantages when delivering a training programme in the workplace. [20]
 2. Clearly outline the usual components to training evaluation. Debate the value of such an evaluation. [20]
 3. Discuss the advantages of investing in training and development. Use an example to highlight your views. [20]
 4. Give a clear definition of a **training and learning strategy** and critically evaluate how it might add value to the work of the HR department. [20]
 5. How important is a national training strategy, i.e. 25% of all young people should attain high level skills in numeracy, communication and IT? In your answer reflect on the potential benefits to the individual, the organisation and the economy. [20]
 6. Give a clear outline of the standard components of a management development programme and then analyse its benefits to the organisation. [20]
 7. You have been asked to conduct a training needs analysis for the staff working in the HR department. Explain the processes you would follow and debate the benefits of carrying out the TNA. [20]
 8. Give a brief summary of the types of 'off-the-job' training and discuss the advantages and disadvantages of such types of training to both employer and employee. [20]