



# ICM

DECEMBER 2016

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. What constitutes 'off the job' training? How successful is it? Are there any pitfalls to this often expensive method of training? [20]
  2. With reference to any experience you may have or any wider knowledge you may have acquired, evaluate the importance of vocational education. Consider all users/beneficiaries – the trainee/student, the organisation and the manager. [20]
  3. Detail FOUR methods of training evaluation and analyse the effectiveness of such evaluation on the planning and resourcing of future training programmes. [20]
  4. Analyse the longer term benefits to establishing and running effective management and graduate development programmes. Make reference to the nature of such programmes to add value to your analysis. [20]
  5. A training needs analysis is a vital precursor to establishing training programmes and training budgets. Describe a TNA and evaluate its contribution to the overall work of the training department. [20]
  6. What is a learning and development strategy? How does it impact on the organisation, the department, the team and the individual? [20]
  7. Give a short outline of the nature of 'on the job' training. Analyse its contribution to the work and effectiveness of both staff and managers. [20]
  8. Having described in detail Kolb's theory of learning, and with reference to a personal experience of learning, analyse the effect the application of this theory has on development/learning within the organisation. [20]