



# ICM

MARCH 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. Briefly describe the process of 'off-the-job' training and evaluate its benefit to both the individual and the organisation. [20]
  2. Using an example of an individual, school/college or employer, discuss the significance of vocational education. Consider the impact of such education on the school/college leaver and on her/his future employers. [20]
  3. Outline THREE ways to evaluate a training programme and critically evaluate such evaluation on future training programmes. [20]
  4. Discuss the importance of management development programmes. Consider the long-term advantages such programmes may have on the organisation. [20]
  5. Clearly and concisely describe a **training needs analysis**. Analyse the contribution such analysis has on the development of the annual training programme. [20]
  6. Describe and discuss the impact of a learning and development strategy to both the individual and the organisation. [20]
  7. Evaluate the benefits of 'on-the-job' training to both staff and managers. [20]
  8. Describe Kolb's theory of learning and, using a personal example, analyse its impact on workplace development/learning. [20]