



ICM

MARCH 2017

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 []
1. What constitutes 'on the job' training? How successful is it? Are there any pitfalls to this often cheaper method of training? [20]
 2. What is **training evaluation** and why is it an important part of the learning and development process? [20]
 3. Describe any experience or knowledge you have of the impact of vocational education and training. Analyse its benefits to trainees/ learners and the organisation. [20]
 4. TNA – what is this? How do you, as the HR manager, use this information to promote valid and effective training programmes? [20]
 5. Discuss the benefits of operating a management/graduate development programme. Include a debate on the costs versus outcomes of such programmes. [20]
 6. Is 'off the job' training a valid and effective method of developing staff given its costs? [20]
 7. Outline a learning theory and apply it to either yourself or a colleague in terms of successfully acquiring either a skill or knowledge. [20]
 8. Do you believe a medium/large organisation needs a long-term learning and development strategy? Describe the basic elements of such a strategy to enable a detailed response to the above question. [20]