



MANICALAND STATE UNIVERSITY OF APPLIED SCIENCES

FACULTY OF APPLIED SOCIAL SCIENCES
HUMAN RESOURCE MANAGEMENT DEPARTMENT
TRAINING AND DEVELOPMENT
CODE: SSHR216

SESSIONAL EXAMINATIONS

MARCH 2022

DURATION: 3 HOURS

EXAMINER: MR K CHATIZA

INSTRUCTIONS & INFORMATION

- 1. This paper contains 2 sections with 6 Questions.*
 - 2. Section A is compulsory.*
 - 3. Answer ANY **three** other questions from section B*
 - 4. Total marks 100*
 - 5. You are reminded of the need for good English and clear presentation in your answers.*
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SECTION A

1. The senior management of a large Zimbabwean manufacturing company, which is experiencing a sharp decrease in business activity, is proposing to abolish the Training and Development (TD) Department. As the TD Manager, prepare a position paper against this latest move. **(25 marks)**

SECTION B

2. a) Based on a training area of choice, formulate a training objective, with clearly labelled components. **(9 marks)**

b) Examine any **four** factors that influence a trainer's choice of instructional techniques. **(16 marks)**
3. Analyse any **five** key aspects to be included in an organization's training and development policy. **(25 marks)**
4. a) Distinguish *efficiency* from *effectiveness* in the context of training. **(5 marks)**

b) Examine the appropriateness of Kirkpatrick (1994)'s Evaluation Model to the evaluation of training programmes in Zimbabwean organisations. **(20 marks)**
5. Discuss any **five** strategies that can be adopted by an organisation in a bid to enhance the level of line management involvement in training and development programmes. **(25 marks)**
6. Evaluate the contribution of management and supervisory development to organisational effectiveness. **(25 marks)**

END OF EXAMINATION