

**MANICALAND STATE UNIVERSITY
OF
APPLIED SCIENCES**

**FACULTY OF APPLIED SOCIAL SCIENCES
HUMAN RESOURCE MANAGEMENT DEPARTMENT
PRINCIPLES OF TRAINING**

CODE: HHRM 123

SESSIONAL EXAMINATIONS

APRIL/MAY 2021

DURATION: 3 HOURS

EXAMINER: MR N MUCHONGWE

INSTRUCTIONS & INFORMATON

- 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. Describe the following approaches to human resource development:
 - a) Fragmented **(8 marks)**
 - b) Formalized **(8 marks)**
 - c) Focused **(9 marks)**

SECTION B

2. Explain the differences between the following terms as they apply to employee training and development in organisations;
 - i. TNA and training audit **(4 marks)**
 - ii. Pedagogical and andragogical learning. **(4 marks)**
 - iii. Mentorship and coaching. **(4 marks)**
 - iv. Skills inventory and skills audit. **(4 marks)**
 - v. Summative and formative evaluation. **(4 marks)**
 - vi. Core competencies and core staff. **(5 marks)**
3. Evaluate any **five** key characteristics of a learning organization. **(25 marks)**
4. 'It's not even worth it'. Discuss this assertion in relation to investments in induction training, giving reference to an organisation of your choice. **(25 marks)**
5. Training evaluation is the missing link in most organisational training and development programmes in many organisations. Evaluate this assertion with reference to any organisation of your choice. **(25 marks)**
6. Discuss any **five** challenges faced by organisations that do not give sufficient attention to management and supervisory development. **(25 marks)**

END OF EXAMINATION