



**ΠΑΜΙΒΙΑ UNIVERSITY**  
OF SCIENCE AND TECHNOLOGY

**FACULTY OF COMMERCE, HUMAN SCIENCE AND EDUCATION**  
**DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES**

<b>QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT</b>	
<b>QUALIFICATION CODE: 07BHRM</b>	<b>LEVEL: 7</b>
<b>COURSE CODE: ETD711S</b>	<b>COURSE NAME: INTRODUCTION TO EDUCATION, TRAINING &amp; DEVELOPMENT</b>
<b>SESSION: JUNE 2025</b>	<b>PAPER: THEORY</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>FIRST OPPORTUNITY EXAMINATION QUESTION PAPER</b>	
<b>EXAMINER(S)</b>	<b>PROF MICHAEL OCHURUB</b>
<b>MODERATOR:</b>	<b>MR. B.U. SHIKONGO</b>

<b>INSTRUCTIONS</b>
<ol style="list-style-type: none"><li>1. Answer ALL the questions.</li><li>2. Write clearly and neatly.</li><li>3. Number the answers clearly.</li></ol>

**PERMISSIBLE MATERIALS**

1. Examination paper.
2. Examination script.

**THIS EXAMINATION PAPER CONSISTS OF 3 PAGES (Including this front page)**

### **QUESTION 1**

- 1.1 Organisations offer training and development to provide minimum general skills as a basis of lifelong learning, creative thinking, problem-solving, good interpersonal skills and to create honest and strong work ethics. Having studied the statement above, critically analyse the approaches to training interventions that you would like to advise/recommend for any organisation. (10)
- 1.2 Nadler's Model views the training process as holistic, and this model is also called a "critical events model". Analyse Nadler's model of training critically and discuss various ways on how this model could be applied practically. (10)
- [20]**

### **QUESTION 2**

- 2.1 Training and development function must be managed with due consideration of the vision, mission, strategies, and overall objectives of the organization. Having studied the above statement, discuss various processes (management functions) to be followed by the managers to achieve organisational goals. (13)
- 2.2 Discuss the macro factors affecting education and training in Namibia. (12)
- [25]**

### **QUESTION 3**

- 3.1 HR Information system for training and development must be presented in a user-friendly manner and be used effectively in the decision-making process to support the overall business strategy of the organization. Therefore, the exact needs of the organization must be analyzed. Having studied the statement above, discuss the most crucial aspects/factors to be considered in analysing the exact needs of the organization. (8)
- 3.2 Discuss various steps to be undertaken in cost-benefit analysis. (10)

- 3.3 Discuss various tasks you would consider in developing the overall training facility strategy. (7)

[25]

#### **QUESTION 4**

- 4.1 Explain briefly, the following theories of learning:

4.1.1 Thorndike's stimulus-response theory (2)

4.1.2 Skinner's operant conditioning and reinforcement theories (2)

4.1.3 Constructivist theory (2)

4.1.4 Social (learning) theory (Vygotsky) (2)

4.1.5 Developmental theory (2)

(10)

- 4.2 There are models of teaching and models of learning. These models explain how people acquire skills and apply skills to solve problems, how students construct knowledge, and how they develop meta-cognition that enables them to improve their learning strategies. These models are the core of the theoretical and practical aspects of teacher education. Having studied the statement above, describe briefly these groups of models. (12)

- 4.3 Determining the training and development needs is a cyclical and continuous nature of the process. It means that employee training and development is an ongoing activity, which takes place at various levels of the organisation. Hence, the workplace skills plans (IDP) must be considered in planning a training and development programme(s). Having studied the statement above, discuss briefly the concept of training needs assessment or analysis (TNA) and explain what causes the need for training. (8)

[30]