



PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

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

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT	
QUALIFICATION CODE: 07BHRM	LEVEL: 7
COURSE CODE: ETD711S	COURSE NAME: INTRODUCTION TO EDUCATION, TRAINING & DEVELOPMENT
SESSION: NOVEMBER 2025	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
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INSTRUCTIONS
<ol style="list-style-type: none">1. Answer ALL the questions.2. Write clearly and neatly.3. Number the answers clearly.

PERMISSIBLE MATERIALS

1. Examination paper.
2. Examination script.

THIS EXAMINATION PAPER CONSISTS OF 4 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 The High-Impact Training Model is a six-phase process that focuses on providing effective, targeted training. Each phase of the model moves the training effort forward, and the result of each phase is the input for the next phase. Having examined this statement, discuss various phases of the High-Impact Training Model in chronological order, which means in the sequence, starting from the first and progressing to the last phase. **(12)**
- 1.3 The responsibility of the training and development manager is to manage the training and development function in such a way that it achieves the set objectives. It must be noted that all managers should accept personal responsibility for the training and development of their direct reports. Having studied the above statement, discuss critically a managerial approach to training and development. **(13)**

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QUESTION 2

Demonstrate your understanding of the following concepts and bodies/institutions:

- 2.1 Accreditation (2)
- 2.2 National Qualifications Framework (NQF) for Namibia (2)
- 2.3 National Council of Higher Education (NCHE) (2)

2.4 Namibia Qualifications Authority (NQA) (2)

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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 Training and Development expenses must be justifiable in terms of the overall business plans of the organization. Based on this statement, explain briefly the aspects that must receive attention in the preparation of a training and development budget. (7)

3.3 A cost-effectiveness analysis is a method to determine the monetary benefit of a training and development programme without comparing it to other programmes. As a training facilitator, explain how you would conduct such a cost-effectiveness/benefit analysis (10)

3.4 Most large organisations have training and development facilities, and the prevailing attitude in most organisations is that their facilities are sufficient and nothing further needs to be done. However, it remains the responsibility of training and development staff members to see to it that training and development facilities meet the required standards. Having examined the statement above, discussed the tasks that must be executed in the development of an overall training and development facility strategy. (10)

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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)**

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