



**PAMIBIA 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: ETD 711S</b>	<b>COURSE NAME: INTRODUCTION TO EDUCATION, TRAINING &amp; DEVELOPMENT</b>
<b>SESSION: NOVEMBER 2025</b>	<b>PAPER: THEORY</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>SECOND OPPORTUNITY EXAMINATION QUESTION PAPER</b>	
<b>EXAMINER(S)</b>	<b>PROF MICHAEL OCHURUB</b>
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<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 The concepts of training and development are commonly used in organisations according to their unique needs, sometimes as synonyms. It means that training and development cannot be divided into separate compartments, as a variety of methods and terms may be used within an organization. Having studied the above statement, discuss critically why organisations offer training and development. (new) (15)
- 1.2 Nadler’s Model views the training process as holistic, and this model is also called a “critical events model”. Analyze Nadler’s model of training critically and discuss various ways in which this model could be applied practically. (first opp) (10)
- 1.3 Discuss briefly the key assumptions of Strategic Human Resource Development (SHRD) from the perspective of Rothwell and Kazanas. (5)

[30]

## QUESTION 2

- 2.1 Discuss briefly the features of quality assurance, moderation, and verification in assessment in Namibia. (8)
- 2.2 Describe the various steps or activities to be considered in designing a learnership. (8)
- 2.3 How does the Training and Development Department function as a sub-system within an organization, and how does it interact with the internal and external environments to support its strategic objectives? (10)

[26]

### QUESTION 3

- 3.1 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)
- 3.2 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. (14)

[24]

### QUESTION 4

- 4.1 Cognitive theories of learning are diverse and explain learning in terms of processes that take place inside the brain. These theories also all share the perspectives that people actively process information, and learning takes place through the efforts of the students. Discuss these cognitive theories and clearly indicate their perspectives on how learning takes place. (12)
- 4.2 Determining the training and development needs is a cyclical and continuous 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)

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