



PAC INSTITUTE OF TECHNOLOGY AND SOCIAL STUDIES JANUARY – APRIL 2025 ASSESSMENT

FORMATIVE ASSESSMENT

Qualification / Course : HUMAN RESOURCE MANAGEMENT

Unit of Competency : CONDUCT LEARNING AND DEVELOPMENT 1

WRITTEN ASSESSMENT TIME: 3 HOURS

INSTRUCTIONS TO THE CANDIDATE:

- 1. Read all the instructions carefully before attempting the questions.*
- 2. This paper consists of two sections, A & B.*
- 3. You are allowed 3 Hours to Answer the questions.*
- 4. Marks for each question are indicated in brackets.*
- 5. Write your responses in the Separate Answer booklet provided.*
- 6. Do not write anything on this question paper.*

SECTION A: (40 MARKS)

*Answer **ALL** questions in this section.*

1. State **FOUR** functions of a learning and development manager in the modern workplace. [4 Marks]
2. Charles has completed a one-month training on digital marketing. Highlight **FOUR** changes that the employee may exhibit after the training. [4 Marks]
3. Outline the **FOUR** steps in a training cycle. [4 Marks]
4. Outline **FOUR** personal development strategies that Malkia may use to gain a competitive edge over other employees. [4 Marks]
5. Stress and emotional instability are major factors that can hinder an employee's productivity at the workplace. State **FOUR** other factors that may impact a person's ability to work. [4 Marks]
6. Name **FOUR** job-site employee training methods. [4 Marks]
7. State **FOUR** methods that a manager could use to gather the information on the training needs of employees. [4 Marks]
8. Highlight **FOUR** factors to consider when selecting the method to use in a training workshop for employees. [4 Marks]
9. Mention **FOUR** characteristics of a learning organization. [4 Marks]
10. Identify **FOUR** capacity building programs that can help a company achieve its growth objectives by improving the productivity of its employees. [4 Marks]

SECTION B: (60 MARKS)

Answer question 11 and any other TWO questions in this section.

11. Read the case below and answer the following questions: [COMPULSORY]

CASE: XYZ CORPORATION

XYZ Corporation, a mid-sized technology firm, faced a significant challenge in upskilling its workforce to keep pace with rapid advancements in artificial intelligence and cloud computing. With an increasing number of projects requiring expertise in these domains, the company recognized the need for a structured Learning and Development (L&D) program to bridge the skill gap and maintain its competitive edge.

To address this issue, XYZ Corporation initiated a comprehensive L&D. The first step was conducting a skills audit across departments to identify key areas for improvement. The audit revealed that while employees possessed strong foundational knowledge, there was a lack of proficiency in emerging technologies such as machine learning, data analytics, and cybersecurity. Based on these findings, the company designed a multi-tiered training program tailored to different levels of expertise, taking into consideration the principles of adult learning.

The program included online courses in artificial intelligence and cloud computing that every employee would be required to take and complete within a six-month period.

a) Adult learning theory acknowledges that adults do not learn in the same way that children do. Discuss **FIVE** key characteristics of adult learners that XYZ Corporation should consider when developing its multi-tiered training program. [10 Marks]

b) Different theories have sought to explain how adults learn. Briefly explain the following **THREE** theories as they relate to the psychology of adult learning:

- i) Andragogy [2 Marks]
- ii) Reinforcement theory [2 Marks]
- iii) Cognitive theory [2 Marks]

c) Adult learners require sufficient motivation to understand concepts effectively. State **FOUR** strategies XYZ Corporation can use to motivate its employees to complete all the required online courses. [4 Marks]

12. a) You have been tasked to prepare a training calendar for the next financial year. Explain **FIVE** key elements you would include in the training calendar. [10 Marks]

b) Technology has enabled organizations to cut down on employee development costs by embracing remote/virtual training techniques such as online courses and digital learning through platforms such as Zoom. Explain **FIVE** disadvantages of digital learning. [10 Marks]

13. a) Mentoring and coaching are among the most effective methods of improving employee performance. Discuss **FIVE** advantages of coaching programs for an organization. [10 Marks]
- b) A learning organization has been described as an entity that fosters a culture of continuous learning and knowledge creation at all levels. Describe **FIVE** strategies a HR manager would implement to cultivate a Learning organization [10 Marks]
14. a) Bidii Enterprises' CEO understands the value of expanding employees' skills and knowledge and chooses to invest in more learning and development programs. Explain **FIVE** aims of learning and development programs in an organization. [10 Marks]
- b) Name and explain **FIVE** examples of learning and development programs that Bidii Enterprises' CEO can invest in to improve employees' efficiency at the workplace. [10 Marks]