POLYTECHNIC OF NAMIBIA

SCHOOL OF MANAGEMENT

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

PRINCIPLES OF EDUCATION TRAINING AND DEVELOPMENT

BACHELOR OF HUMAN RESOURCE MANAGEMENT

07BHRM

SUBJECT CODE: PTD 721S

DATE: November 2015

DURATION: 3 Hours

MARKS: 100

EXAMINERS: Mr. Andrew Jeremiah

Mr. Lukas Bock

MODERATOR: Mr. B. Shikongo

1st Opportunity Examination

(This paper consists of 4 pages including this front page)

Instructions:

1) Answer ALL the questions

2) Answer questions in full and write in a manner understandable to the examiner.

3) WRITE LEGIBLY
Answer all questions in this section.

Case study: Evolution of Training

In 1985, Alexander Goraseb had become so frustrated with the amount of time it took to get his fleet of vehicles serviced that he created a drive-through oil change system. His first store opened that year, and by 2000, there were 20 stores. Shortly thereafter, Mr Goraseb sold the rights to Mr Shikolomba trademark to Imperial Oil Limited and by 2003, the number of corporate stores and franchised outlets had grown to 45. However, this growth has created new challenges for maintaining the consistent high quality and customer-focused service across the widely distributed network.

The success of the Mr Shikolomba operation depends on a high level of competence from a relatively young and geographically dispersed workforce. The technical aspects of the industry are becoming increasingly sophisticated and making training a key component in Mr Shikolomba's strategic thinking. In 2005, Senior Vice-President Alfred Turner did not feel that the paper-based training system that had developed over the history of the company could meet the demands of the current workforce and company configuration. The training manuals contained all the correct information about how to service a vehicle properly, but he did not feel that employees were actually reading the voluminous training manuals and technical bulletins distributed to each of the stores and franchises. Additionally, there was no reliable and easy way to ensure that the employee actually understood and retained the information.

As Human Resource Development Consultant, considering today's competitive business environment which requires more knowledge and skill from employees than ever, this translates into more training for more employees than ever before. Compared with traditional training methods, computer based training is on the rise.


Answer ALL the following questions in this section.

a. Describe in detail the type of computer based training programme you would suggest to ensure that every employee across the country had the competencies needed to meet Mr Shikolomba's standards, and explain what is encompassed in the training while keeping the cost within reasonable limits? (6)
b. Explain the Five (5) important benefits and five (5) disadvantages that could be associated with such a training programme. (20)

c. Evaluation of such training programme is highly important. Describe the term 'training evaluation' and its purposes. (4)

d. It is necessary to assess the employees and gather evidence on their performances during the computer based training programme, though assessment is more than gathering evidence. Describe the concept of assessment. Explain four (4) ways in which one can collect evidence. (10)
Section B

(ANSWER ALL QUESTIONS)

Question 1:

a. A curriculum is the plan for the process of teaching and learning which follows the training needs assessment phase of training design of a learning programme. Describe five importance of curriculum in Outcomes-Based Education (OBE) (5)

b. Explain seven (7) criteria that should be used to select learning content for instructional purposes. (7)

c. As a T & D manager in your organisation, advise on intervention that could be considered to stimulate workplace learning. (8)

Question 2:

a. Discuss ten (10) conditions that can be considered for effective facilitation of learning (20)

Question 3:

a. The development of managers is of the utmost importance to any enterprise. Briefly discuss your understanding of the term ‘Management Development’ and the importance to organisational development. (8)

b. Identify and coherently explain the four (4) types of On-the-job methods that can be used to develop management employees. (12)

[TOTAL 100]