



**NAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY  
FACULTY OF MANAGEMENT SCIENCES**

**DEPARTMENT OF MANAGEMENT**

<b>QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT</b>	
<b>QUALIFICATION CODE: 07BHRM</b>	<b>LEVEL: 7</b>
<b>COURSE CODE: PTD712S</b>	<b>COURSE NAME: PRINCIPLES OF TRAINING &amp; DEVELOPMENT</b>
<b>SESSION: NOVEMBER 2019</b>	<b>PAPER: THEORY</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>FIRST OPPORTUNITY EXAMINATION PAPER</b>	
<b>EXAMINER(S)</b>	<b>Ms. Fiina Shimaneni</b> <b>Mr. Lukas Bock</b>
<b>MODERATOR:</b>	<b>Mr. B.U.Shikongo</b>

<b>INSTRUCTIONS</b>
<ol style="list-style-type: none"><li>1. The paper consists of Section A and B.</li><li>2. Answer ALL the questions.</li><li>3. Write clearly and neatly.</li><li>4. Number the answers clearly.</li></ol>

**PERMISSIBLE MATERIALS**

1. Examination paper.
2. Examination script.

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

**Question 1**

Read the scenario below and answer the questions that follow.

Your recently restructured organisation has created various paths of career mobility and levels of management, inspiring a number of the employees to aspire to move up the career ladder. Most of them however have not been prepared and developed for these positions. Your organisation is interested in “growing own timber ‘by investing in its current staff.

*Extracted from Erasmus et al (2015)*

- 1.1 Define the term Career Management. (3)
- 1.2 Given the scenario below, explain briefly the importance of career management. (5)
- 1.3 It is stated in the above scenario that most of the employees are not prepared for the upcoming positions. Discuss how Management Development programmes could have been used to rectify this problem. (10)
- 1.4 List and explain at least three Management Development approaches that could have been used to prepare these aspiring leaders. (6)
- 1.5 As the Training Manager, suggest two priority-training programmes you want to organise for the up-mobile staff. (2)
- 1.6 Take one of the training programme you suggested in 1.5 and:
  - 1.6.1 Formulate a training purposes statement for such programme (2)
  - 1.6.2 Design 3 learning outcomes for such programme (3)
  - 1.6.3 Suggest 3 content topics for such programme (3)
  - 1.6.4 Explain the steps you will be undertaking in selecting such content. (8)
  - 1.6.5 Explain what evaluation instruments you will use to evaluate such a training programme (4)
  - 1.6.6 Explain the assessment methods you will utilise to assess your participants. (4)

**Section B**

**[50]**

**Question 2**

2.1 Discuss the various off-the job methods that can be used for leadership development of managers. (15)

2.2 Provide the challenges, which you believe, have the most impact on the future of the training and development sub function in Namibian enterprises. (20)

2.3 Lecturing is probably the most commonly used form of presentation format, but it can put your audiences in passive mode. Discuss guidelines that can be used to prepare and present effective lectures. (15)

*End of examination paper*

**Total: 100 Marks**