



**NAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

**FACULTY OF COMMERCE, HUMAN SCIENCE AND EDUCATION  
DEPARTMENT OF MANAGEMENT**

<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: JUNE 2022</b>	<b>PAPER: THEORY</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>FIRST OPPORTUNITY QUESTION PAPER</b>	
<b>EXAMINER(S)</b>	<b>Ms. ENP KAURA</b>
<b>MODERATOR:</b>	<b>Mr. B.U.Shikongo</b>

<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

### Jobs4Nam

Jobs4Nam is a recruitment agency operating from Swakopmund. The agency is well known in the country as it has established their presence in the market for placements across all levels. Though they are well established they are still a small enterprise that is rapidly growing. As their number of employees steadily increases they are realising that they are no longer able to support the learning needs of their employees. Managers no longer have the time to provide team members with one-on-one coaching and the major issue is that their senior consultants do not have the skills to mentor and coach. Though the need is evident, a number of the managers believe that a training and development is not an investment to the firm but rather a cost.

As a result of these needs Jobs4Nam have decided to build a training and development team, and to appoint you as the team manager. The aim is to support the needs of the teams and formalise the training and development environment.

### Questions

- 1.1 Differentiate between education, training and development. (3x2=6)
- 1.2 It seems like management is not convinced about the importance of training and development. What are some of the problems your Training and Development team will encounter, in such an environment? (4)
- 1.3 How will your team ensure credibility and increase buy-in from management? (4)
- 1.4 How will your team go about this training using the High-impact training Model? (12)
- 1.5 Who will be the key people driving the success of the new Training and Development team, and why? (3x3=9)

## QUESTION 2

- 2.1 Discuss the implications of the population profile on Training and Development in Namibia. (10)
- 2.2 The Namibian Qualifications Authority (NQA) is mandated to oversee the National Qualifications Framework (NQF). What more is this authority responsible for? (10)

### QUESTION 3

You are the Human Resource Development manager at a large manufacturing company in Windhoek. You have noticed that the administration of training and development in the organisation needs some improvement.

- Training and development records are kept manually in Gloria's office in a filing cabinet. Gloria is the Finance Manager.
- There is no method of planning for training and development expenses. Gloria confirmed that training and development invoices are sent to her by email for processing and payment. There is no records for the amount that has been spent on training.
- The training and development facilities (namely the boardroom) are not up to standard. The facility is too small to train a group of students, and the layout and shape of the room is of such a nature that presentation media is inaudible and invisible to the students.

#### Questions

- 3.1 A computerised system is long overdue for this manufacturing company, as can be concluded from the scenario. Explain to management the aspects that need to be investigated when determining the need for such a system. (8)
- 3.2 Discuss budgeting as a financial control instrument. (10)
- 3.3 Using a practical example, explain how the cost-effectiveness of training and development can be determined. [5]

### QUESTION 4

- 4.1 As a trainer/facilitator you should be sensitive towards your participants learning styles. Demonstrate your understanding of the four personality learning styles. (8)
- 4.2 Training needs are found at various levels/organizations and can be divided into macro, meso and micro level. Discuss the differences of these levels. [6]
- 4.3 Explain with examples the following types of student needs.
- a) Comparative needs (2)
  - b) Normative needs (2)
  - c) Anticipated needs (2)
  - d) Critical incident needs (2)
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