



PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE, HUMAN SCIENCE AND EDUCATION
DEPARTMENT OF MANAGEMENT

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT	
QUALIFICATION CODE: 07BHRM	LEVEL: 7
COURSE CODE: ETD 711S	COURSE NAME: INTRODUCTION TO EDUCATION, TRAINING & DEVELOPMENT
SESSION: JULY 2022	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY QUESTION PAPER	
EXAMINER(S)	Ms. ENP KAURA
MODERATOR:	Mr. B.U.Shikongo

INSTRUCTIONS
<ol style="list-style-type: none">1. Answer ALL the questions.2. Write clearly and neatly.3. Number the answers clearly.

PERMISSIBLE MATERIALS

1. Examination paper.
2. Examination script.

THIS QUESTION PAPER CONSISTS OF 4 PAGES (Including this front page)

QUESTION 1

Read the case study about the strengths and weaknesses of the Human Resources Development effort and answer the questions that follow:

Case study

Africa Foods is a giant retail corporation, one of the largest in the industry. Africa Foods stores sell a wide selection of foods and are found in almost every medium to large-sized town in Africa. However, Africa Foods is not an industry Leader with regard to its Human Resources Development activities. Several years ago, the corporate-level Human Resources Development department at Africa Foods was eliminated during a downsizing exercise. It has recently been revived. At its helm is Johannes Shilongo, who has been with the enterprise for five years and is destined for higher level responsibilities at Africa Foods. His year-old Human Resources Development department is staffed with six long-time employees of the organisation. (The department will not hire professional HRD practitioners). Johannes is to set up a department servicing the corporate office only. The corporate office employs several hundred people. Johannes has more or Less a free hand to determine the purpose of the department and offer planned learned activities of value to the employees and managers of Africa Foods.

The retail industry is fiercely competitive. Like other retailers, Africa Foods plans a major programme to revamp its stores. The programme will eventually change just about every fixture in most stores, including product display, advertising, inventory control and even store Layout and staffing. The plan will be a reality within ten years. In the meantime, Africa Foods will continue as it always has - as a dominant force in the industry.

Questions:

- 1.1 Why would an organisation go to the extent of eliminating the HRD department? (5)
- 1.2 What should Johannes do to analyse the present strengths and weaknesses of the HRD effort at Africa Foods? (10)
- 1.3 The Training and Development Manager, Mr Shilongo has the responsibility to manage the T&D function in such a way that the set objectives are achieved. What should he consider when apply the four management functions to T&D. (4x4=16)

QUESTION 2

- 2.1 Discuss is the implication of technology acceleration on training & development. (10)
- 2.2 Discuss the purpose of the Skills Development Levies Act. Consider the following:
 - a) Levy to be paid (3)

- b) Exemption from the act (4)
- c) Registration for payment let duty (2)
- d) Employers eligible for refund. (3)
- e) Cost qualifying for grands/refund (4)

[16]

QUESTION 3

Case scenario:

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 Are you satisfied by the way records are kept in this company? Motivate your answer. (3)
- 3.2 Why is good record keeping important for this manufacturing company? (5)
- 3.3 Mention the five types of training records. (5)
- 3.4 Discuss distance learning as one of the systems used to present instructional material. Include its advantages and disadvantages. (10)

QUESTION 4

- 4.1 Reflect on the learning theories that you have read. Discuss the experiential learning in detail. (10)
- 4.2 Identified four different types of needs assessment. (10)

Dr. Asa R Asa