



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

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: JUNE 2019	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION PAPER	
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INSTRUCTIONS
<ol style="list-style-type: none">1. The paper consists of Section A, B and C. 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 6 PAGES (Including this front page)

SECTION A

[10]

Please choose the most appropriate answer.

Question 1

[10]

1.1 The HRD section should be viewed as part of which function?

- a) The department if offers the most training to
- b) HR
- c) Finance
- d) All of the above

1.2 Evaluation and feedback are aspects central to Nadler's model because:

- a) They identify the organizational needs
- b) They lead the way to improving performance
- c) They determine the accurate training needs
- d) They ensure the accurate execution of each step in the model

1.3 What is the purpose of the Education and Training Levy?

- a) to use the workplace as an active learning environment
- b) to employ persons who find it difficult to be employed
- c) fund vocational education and training programmes and projects
- d) all of the above

1.4 Which factor below does not describe the issues in the Namibian labour market?

- a) Poverty
- b) Income inequality
- c) Low cost of labour
- d) Unemployment

1.5 Which answer below is not a disadvantage of the traditional classroom?

- a) It dampens student participation
- b) It confirms the authority of the trainer
- c) It inhibits interaction among students
- d) It inhibit freedom of movement

1.6 Which statement best describes a HRIS?

- a) The HRIS captures training and development information in an organisation
- b) The HRIS selects specific components of a system to satisfy a need
- c) The HRIS is financial controlling platform
- d) The HRIS selects who will attend a training

1.7 Skinner's operant conditioning and reinforcement theories are associated with which type of learning theory?

- a) Social
- b) Cognitive
- c) Humanistic
- d) Behaviourist

1.8 In a ----- theory, the trainer merely facilitates training, the learners themselves must achieve their full potential independently and aim for their personal goals.

- a) Behaviourism
- b) Cognitive
- c) Humanistic
- d) Social

1.9 What type of need best describes the following definition: “the needs that stem from organisational contributions that add measurable value to society and external clients, i.e. value that the organisation adds outside itself.”

- a) Micro
- b) Macro
- c) Mega
- d) Meso

1.10 Which answer below is not a disadvantage to an interview?

- a) Deliberate twisting of facts cannot be excluded
- b) Due to stress factors, the respondent may forget important information.
- c) Information obtained from an interview may be biased or distorted
- d) They can explore unanticipated issues that arise.

SECTION B

[30]

Question 2

Read the following case study and answer the questions that follow.

Diplit Consulting was founded in early 2008 and has grown to be a dynamic and innovative Brazilian based company, solely dedicated to helping clients achieve extraordinary results. They partner with leading local and international organisations, helping them tackle strategic and operational challenges with success.

Diplit Consulting provides a unique blend of world class consulting expertise in supporting their clients to pursue growth from vision and strategy to detailed design, from implementation and capacity building to realising and sustaining value. Diplit Consulting now has over 20,000 employees and is planning to hire a further 5,000 this year, due to the start-up of a new division called “the innovation centre”. This centre will focus on supporting young and dynamic individuals/groups on the start-up of their companies. Diplit Consulting will invest in the start-up costs of the business and support the

new business ventures with the challenges they are faced with in the first two years. Once the business is running smoothly and no longer requires support Diplit will no longer advise. The idea is to motivate innovation in young individuals but also to obtain long-term loyal clients. By investing in new companies Diplit is convinced that clients will remain loyal and they will triple their ROI.

In order for the “innovation centre” to be a success it needs a strong management team. However, management is not always Diplit’s strongest area. The business runs on highly specialised individuals with expert knowledge in the area they work. Experts tend to focus on the work that needs to be done but fail to focus on team and individual career development. Diplit recognises that the consulting world is rapidly changing and in order to successfully mentor their employees the business needs to be well rounded in the services it offers.

In order to improve internal management skills Diplit Consulting is conducting an organisational needs assessment.

Source: Erasmus et al 2015

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| 2.1 Define what is organisational need assessment. | (2) |
| 2.2 Clarify why Diplit intends to conduct a need assessment? | (3) |
| 2.3 Deliberate on the model for determining training needs you would use to determine the training needs for Diplit Consulting. | (15) |
| 2.4 Explain the techniques will you explore to determine learner needs? | (10) |

SECTION C

[60]

Question 3

3.1 Identify and briefly discuss the role that training and development specialists play to ensure that their actions contribute to the achievement of organisational strategy. (15)

3.2 National Qualification Framework provides benefits to its various stakeholders. In order to underpin qualifications, a set of principles is however required. Discuss at least 7 these principles. (15)

3.3 The impact of technology also changed the way we learn in organisations. Identify and discuss at least 7 new technologies that can be used to enhance training and development programmes. (15)

3.4 The science of helping adults learn is based on five major assumptions which have implication on the design of training programme. Discuss in detail, these assumptions. (15)

End of examination paper

Total: 100 Marks