



**PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

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

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT	
QUALIFICATION CODE: 07BHRM	LEVEL: 7
COURSE CODE: TDP711S	COURSE NAME: TRAINING AND DEVELOPMENT PRACTICES
SESSION: JULY 2024	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 EXAMINATION PAPER CONSISTS OF 5 PAGES (Including this front page)

SECTION A

[10 marks]

Question 1 (Each multiple choice question carries one (1) mark)

Choose the correct answer to the questions that follow by indicating only the applicable letter (i.e. a, b, c, or d) in your answer book.

1.1 Which of the below answers is not an approach to sequencing?

- a) Chronological sequencing
- b) Already known-to-yet-unknown sequencing
- c) Whole-to-part sequencing
- d) Place easy activities before demanding activities

1.2 Which answer below is not considered a threat to the validity of the results?

- a) Group cohesion
- b) Maturation
- c) Mortality
- d) The testing itself

1.3 What is the purpose of management development?

- a) To enhance leadership thinking
- b) To determine managerial leadership styles
- c) To improve organisational competitiveness and enhance the future performance of the organisation
- d) To improve assessment centres

1.4 Which answer best describes the number of ways in which multiskilling can be promoted?

- a) Jobs rotation, job enlargement, job enrichment, alternative work arrangements, career development

- b) Jobs rotation, job enlargement, job enrichment, alternative work arrangements, multiskilling
- c) Jobs rotation, job enlargement, job enrichment, alternative work arrangements, performance appraisals
- d) Jobs rotation, job enlargement, job enrichment, alternative work arrangements, company policies

1.5 Which answer below is best associated with a manager?

- a) have an external energy and an inner strength to face challenges
- b) have mental agility that enables them to make effective decisions much faster
- c) allow their team members to grow and carry out tasks without interruption
- d) resource planning & allocation

Question 2

True or False (Each question carries one (1) mark)

- 2.1 The psychomotor area deals mainly with physical skills.
- 2.2 There are three main types of evaluation, namely formative, summative, and post-instructional.
- 2.3 Ethics training and development is only necessary at the managerial level as it is their role to integrate ethical decision making into the organisational culture.
- 2.4 Affirmative action is defined as 'an integrated and coherent socio-economic process that directly contributes to the economic transformation of South Africa and brings about significant increases in the number of black people that manage, own and control the country's economy, as well as significant decreases in income inequalities.
- 2.5 It remains the responsibility of the training and development personnel to see to it that training and development facilities meet the required standards.

SECTION B

[18 marks]

Question 3

Read the case scenario and answer the questions below.

Garden Eden

Garden Eden is an agricultural company that produces vegetables using hydroponics. Hydroponics is a system where plants are grown in growth media other than natural soil and all the nutrients are dissolved in the irrigation water and are supplied regularly to plants. Garden Eden produces vegetables of high quality that need little washing. In addition, they produce very high yields of vegetables on a small area without overusing water and polluting the soil with pesticides. It is a relatively new approach in Namibia and demand is growing. Garden Eden heavily invests in internal training ensuring their employees are upskilled in the area of hydroponics. All new starters must follow an intense two week program conducted by the Learning and Development team. They have heard good feedback through the grapevine but currently do not have an official evaluation strategy in place. They are currently looking into implementing an evaluation programme.

Questions

- 3.1 The Learning and Development team (L&D) is busy writing an evaluation strategy. What must it include? Provide details related to Garden Eden's situation. (9)
- 3.2 What type of evaluation instrument do you think is appropriate for Garden Eden? Why? (9)

Question 4

[72 marks]

- 4.1 Grace Tangi is a lecturer at NUST in the Department of Management. Grace has successfully been lecturing students on business planning and strategy. Grace has been delivering the same course for approximately five years now and ensures that the content is kept up to date. However, last year's feedback was poor. Students said that his lectures were boring and lacked student participation. The content was well-received, but the lecturer's approach was poorly marked.
- a) Explain the potential steps Grace could take to ensure his lecture remains engaging. Explain why. (5x2=10)
- b) Discuss three alternative methods that Grace can use instead of lecturing. (3x4=12)

- 4.2 Pewa is a public speaker and presents at the leadership level. She has been invited to the headquarters of MNV Investment to present on leaders versus managers. If you were Pewa what would you include in your presentation on leaders and managers? (2x6=12)
- 4.3 Explain the steps involved in the process for outcomes-based assessment. (8x2=16)
- 4.4 Discuss the cognitive area of Bloom's Taxonomy. Should a trainer keep it in consideration when designing her programme? Give the reasons why. (6x2=12)
- 4.5 Discuss the role of Human Resources in talent management (10)
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