



**NAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

**FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION**

**DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES**

<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 EDUCATION TRAINING AND DEVELOPMENT</b>
<b>SESSION: NOVEMBER 2022</b>	<b>PAPER: 1</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>FIRST OPPORTUNITY QUESTION PAPER</b>	
<b>EXAMINER(S)</b>	<b>Ms M. Mukasa</b> <b>Dr S. Amunkete</b>
<b>MODERATOR:</b>	<b>Mr B.U. Shikongo</b>

<b>INSTRUCTIONS</b>
<ol style="list-style-type: none"><li>1. Answer all questions.</li><li>2. Read all the questions carefully before answering.</li><li>3. Marks for each question are indicated at the end of each question.</li><li>4. Please ensure that your writing is legible, neat, and presentable.</li></ol>

**PERMISSIBLE MATERIALS**

1. Examination paper.
2. Examination answer script.

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



## QUESTION 1

Read the following case study and answer the questions that follow

**This section involves a case study and requires reading with understanding in order to apply.**

New Life Insurance Company has a staff complement of 793, of which 243 are frontline people responsible for the call centre in sales, client care and claims.

New Life insurance was formed as a result of the realization that most clients have a problem with insurers and insurers with clients. Insurers believe that clients are loading their claims while clients believe that short-term insurance is a rip-off.

In an industry better known for its small print than for innovation, New Life is gaining a reputation based on its rigorous operating style, its ability to analyse data and react swiftly and its focus on retaining customers through service. The management team's goal is to build a company that is recognized as world-class.

One of the keys to the company's ability to deliver quality service is the emphasis on training. Staff are intensively trained, not just in systems, procedures, and products, but also in values, above all customer service excellence. Although the company does not invest considerable funds in training, this training is not aligned with the NQF. The company's trainers have also not been exposed to OBE. The training manager, however, addressed this need by recruiting two ETD practitioners to assist her in this task.

One thing that had to be decided on was what kind of culture management wanted and needed within the company. They decided that it had to be a value-driven company, not a rules-driven company. Certain core values were agreed upon and everybody in the company is expected to be a custodian of these values. There are six core values which guide the behaviour of staff: professionalism, profitability, integrity, transparency, passion, and innovation.

The managing director spends half a day with every new staff intake to familiarize them with the vision and values of New Life. The company tries in an unforced way to break down the traditional barrier between management and employees.

Based on this Case Study, you are asked to develop a training intervention programme for frontline staff. We know that each training intervention programme must have specific outcomes.

1.1 Define the concept-specific outcomes and describe their characteristics. (12)

1.2 Another requirement before designing a training intervention programme is to design the curriculum; describe the concept curriculum and discuss what an outcomes-based curriculum design should entail. (14)

1.3 Identify any four critical outcomes necessary for a customer service programme. (4)

**/30/**



## QUESTION 2

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

### **Sexual harassment prevention training course and training CD**

Incorporating a sexual harassment CBT (computer-based training) training program in your company for the managers, supervisors, and employees is essential to the well-being of your business. The interpersonal dynamics of a company can effectively promote or sabotage the productivity and success it experiences. To that effect, training your staff in the intricacies of sexual harassment through a well-defined and structured program will provide many benefits for the employer, the company, and the employees.

Training managers and supervisors to recognize and deal with sexual harassment effectively and quickly can provide a safer, more secure work environment for the employees. Employees who feel safe and who do not need to waste time worrying about being sexually harassed will be more productive for the company.

The vital importance of creating a safe work environment cannot be stressed enough, and the responsibility lies with the employer. The employer is responsible legally for any sexual harassment that occurs through his supervisors and managers, and that is exactly why a sexual harassment training program is essential. Training will provide the investigative and interviewing skills managers need to effectively handle sexual harassment situations, eliminate sexual harassment in the workplace, and avoid litigation.

Providing sexual harassment prevention training videos helps managers and employees alike to understand the differences between federal and state laws. In turn, the trained individual will be able to recognize when casual communications, including jokes, innuendos, and emails, become sexual harassment or sexual harassment becomes discrimination.

Additionally, a sexual harassment training course can teach managers to recognize the early signs of sexual harassment, effectively giving them the tools and training they need to circumvent the behaviour before it gets out of control and leads to expensive lawsuits. Training individuals to recognize sexual harassment for what it is can minimize hostility in the workplace, improve managerial relationships with the employees, and enhance working conditions.

Your Sexual Harassment Training Instructor:

Lynne Wiekert began her career as a consultant in 1986 at Accenture Consulting. Working in both business and IT, Lynne continued her career as a manager, trainer, and mentor to clients as well as her teams. She began actively training people for the PMI PMP certification and other business skills in 2002. Lynne has worked in several industries including Retail, Banking, Government, Pharmaceutical and Waste Management Services.

2.1 What are the skills that should, ideally, be demonstrated by a facilitating trainer? (5)

2.2 If you were a facilitating trainer in charge of implementing the sexual harassment prevention course set out in this above case study, how would you go about preparing for this training? (20)

In setting your answer, ensure that you present:



Needs assessment  
Context analysis  
Setting learning outcomes  
Planning the structure and development of the intervention and  
Creating a learning environment

2.3 To your mind, what are the benefits of using CBT to assist in the presentation of sexual harassment prevention training? (5)  
**/30/**

**QUESTION 3**

3.1 Differentiate between the concepts of 'learner assessment' and 'programme evaluation'. (4)

3.2 Briefly explain the principles of assessment. (12)

3.3 Why do we evaluate training programmes? (4)

**/20/**

**QUESTION 4**

4.1 Distinguish between 'management' and 'leadership' according to the insights of Erasmus et.al. (2019). (10)

4.2 Managers are required to be change agents. Briefly discuss the types of changes that need to be managed. (10)

**/20/**

**Total: 100**

**End of Examination**

