NAMIBIA 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: JUNE 2024	**PAPER: THEORY**
DURATION: 3 HOURS	**MARKS: 100**

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

INSTRUCTIONS
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 6 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 behavioral characteristic best describes: a learning curve that is experienced when, for example, students are not motivated, when poor instruction is given or when the student has to deal with too much course content?

a) Learning curve

b) Plateau

c) Learning sequence

d) Assimilation

1.2 Which one is not an assessment associated with outcomes-based learning?

a) Initial assessment

b) Formative assessment

c) Summative assessment

d) Ad hoc assessment

1.3 Which answer below best describes emotional intelligence?

a) Emotional intelligence (EI) is about doing the right thing and setting a direction, building an inspiring vision, and creating something new.

b) Emotional intelligence (EI) is a number representing a person's reasoning ability (measured using problem-solving tests) as compared to the statistical norm or average for their age, taken as 100.

c) Emotional intelligence (EI) is the ability to monitor one's own and other people's emotions, to discriminate between different emotions and label them appropriately, and to use emotional information to guide thinking and behaviour.

d) Emotional intelligence (EI) is the ability to identify potential managers.

1.4 Which answer below is not a guideline for effective training?

a) Diversity needs must be identified so that it can be tailor-made to the needs of the particular enterprise. Special interest groups such as trade unions, women's forums, disability groups, etc. should receive special attention.

a) The programme must be integrated with the enterprise's business strategy.

b) Diverse participants should be utilised in that culturally diverse members of the same work groups can be accommodated.

c) The state should not be directly involved in employment relations training but should play an indirect role by providing finance and other frameworks and forms of encouragement such as SETAs and ITBs to facilitate effective training.

1.5 Which answer below is not a purpose of assessment?

a) to assist students in making choices about subjects or career paths

b) to assess the current skills and knowledge of a student

c) to measure the achievement of the learning outcomes – that is, to determine whether students have acquired the knowledge and skills and what they can do as a result of the learning

d) the assessment process should be considered an integral part of the learning process

Question 2

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

2.1 Assimilation is when instruction takes place, and the course content (input) required to achieve the outcomes is imparted to the student. The course content has no value if the student is not receptive towards it, or does not attempt to convert the input to learning.

2.2 Learning outcomes are stated in terms of actions the students will be able to demonstrate at the end of a programme.

2.3 Online assessment is defined as a method of using computers connected to a network to deliver and analyse tests or exams."

2.4 The terms leader and manager are often used interchangeably in everyday conversation. There is, however, no clear distinction between the two."

2.5 Employment equity is a labour market policy aimed at preventing future discrimination. Affirmative action and employment equity in enterprises are also subject to the culture and roles played by people within an enterprise. This approach includes all attempts at eliminating the consequences of past discrimination.

SECTION B [33 marks]

Question 3

Read the case scenario and answer the questions below.

CASE: TRAINING JIFFY LUBE SERVICE TECHNICIANS ON NEW PRODUCTS

Jiffy Lube International, the vehicle maintenance company, is committed to providing a fast, high-quality, worry-free service experience for its customers. Jiffy Lube's technicians provide several services, including changing a vehicle's oil, tire balancing, flushing cooling systems, and replacing worn-out windshield wipers. Jiffy Lube's service technicians need to be up to date on the latest products and service requirements for cars and trucks and provide consistent, excellent, customer service. As a result, training is critical for Jiffy Lube's success and a top company priority for achieving continued operational excellence. One new product that has been introduced for cars and vehicles is synthetic motor oil, which is required by many new models but can benefit the engines of older models too. Although many car and truck manufacturers recommend that vehicle owners use specialty oils such as synthetic and high-mileage motor oils, Jiffy Lube found that the proportion of specialty oils sold was low. A needs assessment showed that service technicians were not knowledgeable about or effectively communicating the benefits of specialty motor oils. This suggested that training was necessary. It is Endnotes difficult for Jiffy Lube's service technicians, many of who work for franchised stores, to attend face-to-face classes, making technology-delivered training a realistic learning solution.

Questions

3.1 What knowledge, skills, or behaviours should the training focus on? (4)

3.2 Develop learning outcomes from the needs identified in 1.1 above. (4)

3.3 Technology-delivered training has become extremely popular because of several advantages. Discuss these advantages. (5x2=10)

3.4 Assume that you are training Jiffy Lube's technician to change vehicles' oil, balance tires, flush cooling systems and replace worn-out windshield wipers. After demonstrating the procedures to follow, you let the technician show you how to do it. The trainee correctly demonstrates the processes on the first attempt. Has learning occurred? Justify your answer. (5)

3.5 There are institutions like NUST that opted for face-to-face instruction and web-based teaching and learning. How does NUST benefit from this approach? (10)

Question 4

4.1 As training budgets shrink and training needs escalate, most organisations are taking a longer-term view to measure training results. Nevertheless, post-course evaluation forms remain an important resource in the overall evaluation process.

a) Explain why training programmes should be evaluated (10)

4.2 Mention the course elements that the training evaluation should measure. (11)

4.3 a) Explain what a return on a training investment is. (2)

b) Assume that a new safety training program results in a decline of 5 percent in a company accident rate. This provides a total annual savings (the benefit) of N$150 000 in terms of lost days, material, equipment damage, and workers' compensation costs. The training program costs N$50 000 to implement including both direct and indirect costs. Calculate the return on investment. (10)

4.4 a) Employees can become quite fearful and anxious when hearing about change in their company; under which circumstances do employees normally resist change? (7)

b) What actions can management take to overcome resistance to change in the company? (6)

4.5. State any five advantages of dealing effectively with workforce diversity. (5)

4.6 Management by objectives (MBO) is an individualised method of evaluating the performance of managers and professionals. Elaborate the three (3) steps of MBO.

(3x2=6)

[100]
