



**NAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

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

**DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES**

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| <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: JANUARY 2023</b>                                 | <b>PAPER: 1</b>  |
| <b>DURATION: 3 HOURS</b>                                     | <b>MARKS: 100</b>  |

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

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| <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)



**SECTION A**  
**Question 1**

**50 Marks**

1.1 Proper sequencing of learning has several benefits from a learning point of view as it helps the students to make a transition from one skill or knowledge to another.

You are required to identify the nine (9) approaches to sequencing and fully explain them. (8 Marks)

1.2 Different factors can affect course development whereas others contribute to the success of the course. As an experienced Trainer, you always consider these aspects when developing courses.

Identify the four (4) behavioural factors that could influence course development and fully explain them. (8 Marks)

1.3 Explain and differentiate between training, education, and development. (12 marks)

1.4 Formative evaluation is the process designers use to get data that can be used to revise their instruction and make it more effective and efficient. It concerns decisions while the programme is being developed and learning materials are being produced.

Complete the below table to illustrate the methods, when and Description of conducting formative evaluations. (12 marks)

| Method | When | Description |
|--------|------|-------------|
|        |      |             |
|        |      |             |
|        |      | N/A         |
|        |      |             |

**SECTION B**  
**Question 2**

**50 Marks**

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

**Farm Care**

Farm Care is an agricultural company that produces vegetables by means of 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. Farm Care produces vegetables of high quality that need little washing. In addition, they produce very high yields of vegetables in a small area without overusing water and polluting the soil with pesticides. It is a relatively new approach in South Africa and demand is growing. Farm Care invests heavily 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 L&D 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.

2.1 The L&D team is busy writing an evaluation strategy. What must it include? Provide details related to Farm Care's situation. *(4 marks)*

2.2 What type of evaluation instrument do you think is appropriate for Farm Care? Why? *(9 marks)*

2.3 What steps can Farm Care take to gain more insight into its return on investment (ROI)? *(12 marks)*

### **Question 3**

Read the following case study and answer the questions that follow

#### **Fast track to leadership**

Sarah is the CEO of Kuniya's, an international telecommunications company. The head office is in Johannesburg. For the first three months of 2014, the company posted consolidated revenues of \$680-million. The company also saw growth in its international business, with a 17% year-on-year rise in revenue. At a results presentation in July, the company revealed that it had 12 million subscribers. Sarah has a clear vision for the company; however, she feels the leadership skills in her management team need serious attention. For example, John is the senior managing director of the marketing department. His role is extremely important in driving the success and branding that appeal to the business. Sarah sees potential in John and believes that with the right support he could be her successor. However, she is concerned that his authoritarian style will stunt the vision she has worked so hard to establish throughout the company. In the workplace, John is quite distant in nature, exerts authority when needed and micro-manages his staff to ensure that all tasks are under control and done correctly. At team gatherings outside of the workplace, Sarah has seen another side to John. He is interested and passionate about people and their goals and always gives valuable advice and tips. He has expressed some new visionary perspectives on the way the company could move forward as well as being able to bring some extremely old-fashioned members of the board on board. Sarah is now trying to think of how she can merge John in the workplace with John outside the workplace, as she believes a healthy balance could enable John to be her successor.

3.1 Suggest methods that would help John develop his leadership skills and explain why these methods are appropriate for his situation. *(5 marks)*

3.2 Is e-learning an appropriate method for John to improve his leadership skills? *(3 marks)*



#### Question 4

##### Public Speaker on EI

Carrie is a public speaker and presents at the leadership level. She has been invited to the headquarters of Telicom to present on:

1. Leaders versus managers
2. Emotional intelligence

**4.1** If you were Carrie, what would you include in your presentation on leaders and managers?  
*(8 marks)*

**4.2** If you were Carrie what would you include in your presentation on emotional intelligence and how would you link it to the points you make on leaders versus managers?  
*(9 marks)*

**Total Marks: 100**  
**End of examination**

