



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

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

QUALIFICATION : BACHELOR OF HUMAN RESOURCES MANAGEMENT DEGREE	
QUALIFICATION CODE: 07HRM	LEVEL: 7
COURSE CODE: PTD712S	COURSE NAME: Principles Of Training And Development
DATE: NOVEMBER 2024	PAPER: 1
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY QUESTION PAPER	
EXAMINER(S)	Ms. Fiina Shimaneni
MODERATOR:	Mr. BU Shikongo

INSTRUCTIONS	
<ol style="list-style-type: none">1. Answer ALL the questions.2. Write clearly and neatly.3. Number your answers clearly.	

THIS MEMORANDUM PAPER CONSISTS OF 6 PAGES (Including this front

SECTION A

Question 1: Multiple-choice questions. Circle the most appropriate answer. [10]

1.1 How can effective training and development programs enhance talent management strategies?

- a) By focusing solely on technical skills
- b) By standardising training across all departments
- c) By identifying and nurturing high-potential employees
- d) By minimizing investment in employee growth

1.2 In the context of training and development, what is the role of training during a change management process?

- a) To create resistance among employees
- b) To equip employees with skills necessary for adapting to change
- c) To eliminate the need for communication
- d) To delay the implementation of changes

1.3 Why is training and development crucial in international HRD?

- a) It allows companies to impose their culture on local employees
- b) It reduces the need for a diverse workforce
- c) It simplifies compliance with local laws
- d) It helps develop culturally relevant competencies for global teams

1.4 What is the connection between performance management and training and development?

- a) No need for training while performance management is implemented
- b) Performance management identifies training needs based on employee performance
- c) Training is only relevant after performance evaluations

d) Performance management solely relies on quantitative metrics

1.5 How does multi-skilling relate to training and development within an organization?

- a) It complicates training efforts since people are multi-talented
- b) It focuses only on job-specific skills
- c) It provides employees with diverse skill sets that enhance flexibility and adaptability
- d) It eliminates the need for specialised training programs

1.6 How can training programs promote ethical behaviour within organisations?

- a) By establishing clear ethical guidelines and expectations
- b) By reducing the need for oversight
- c) By focusing solely on compliance
- d) By encouraging competition among employees

1.7 The primary goal of diversity training in relation to training and development is to:?

- a) To foster an inclusive workplace culture
- b) To comply with legal requirements
- c) To promote uniformity among employees
- d) To focus only on recruitment strategies

1.8 What is the role of training and development in promoting employment equity?

- a) Training is irrelevant to equity initiatives
- b) Training focuses solely on performance enhancement
- c) Training is only applicable to new hires for induction purposes
- d) Training helps create equal opportunities for all employees to develop skills

1.9 In the context of knowledge management, what is the role of training and development?

- a) It helps disseminate and utilise organizational knowledge effectively
- b) It is separate from knowledge management initiatives
- c) It primarily focuses on individual skills without regard for knowledge sharing
- d) It reduces the need for collaboration among teams

1.10 What is one of the primary challenges organizations face when assessing training needs?

- a) Ensuring all employees participate
- b) Selecting training vendors
- c) Aligning training with organisational goals and employee skills
- d) Maintaining training budgets

SECTION B

Question 2: Read the case study below and answer questions that follow: [30]

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

New Life insurance was formed as a result of the realisation 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 rigorous operating style, its ability to analyse data and react swiftly and its focus 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. Staffs are intensively trained, not just in systems, procedures and products, but also in values, above all customer service excellence. Although the company invest considerable funds in training, this training is not aligned to the NQF. The company's trainers have also not been exposed to Outcome Based Education. 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 familiarise 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.

1.1 What were the reasons for the establishment of New Life Insurance? (2)

1.2 What is the goal of the company? (1)

1.3 What makes New Life Insurance to be outstanding above all other Insurances? (2)

1.4 What would you say were the emphasis of the training programme? (2)

1.5 Give examples of the outcomes as part of the focus of the training programme. (4)

1.6 Identify the approach taken by New Life Insurance to address the problem of employees not being exposed to OBE. (2)

1.7 In what sense does the managing director contribute to make this goal a realisation? (2)

1.8 You are asked to develop a training intervention programme for frontline staff. We know that each training intervention programme must have specific outcomes. Define the concept specific outcomes and describe its characteristics. (5)

1.9 Another requirement before designing a training intervention programme is to design the curriculum; describe the concept curriculum and discuss what an outcomes-based education curriculum should include. (10)

SECTION C

Question 3: Long and structured questions.

[60]

3.1 One of the formats to use in presentations is lecturing; discuss the ways how lecturing could be reinforced. (15)

3.2 It is always important to assess what learners have learnt and whether the programme was effective and served its purpose; differentiate between assessment and evaluation and also give reasons why training institutions make use of assessment and evaluation? (15)

3.3 Managers are required to be change agents. Discuss in detail types of changes that need to be managed. (15)

3.4 Describe the characteristics of a learning organisation. (15)

Good luck!