



**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 DEGREE</b>	
<b>QUALIFICATION CODE: 07HRM</b>	<b>LEVEL: 7</b>
<b>COURSE CODE: PTD712S</b>	<b>COURSE NAME: Principles of Training and Development</b>
<b>DATE: JANUARY 2025</b>	<b>PAPER: 1</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>SECOND OPPORTUNITY QUESTION PAPER</b>	
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<b>INSTRUCTIONS</b>
<ol style="list-style-type: none"><li>1. Answer ALL the questions.</li><li>2. Write clearly and neatly.</li><li>3. Number your answers clearly.</li></ol>

**THIS MEMORANDUM PAPER CONSISTS OF 5 PAGES (Including this front)**



## SECTION A

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

1.1 Select the answer that best describes what content is.

- a) It has unique characteristics that affect the way in which it is analysed and organised for learning purposes
- b) The underlying knowledge, skills, attitudes and values that are required for students to master the learning outcomes
- c) It is the two main sources of content, namely job data and documents, of which the former is always the primary source
- d) The criteria that should be used to select learning content for instructional purposes

1.2 Which definition below best describes content validity and significance?

- a) The content should be changed and adapted on a regular basis to cater for change
- b) The content should coincide with the student's intellectual abilities and level of development
- c) The content should be pertinent, applicable and appropriate to the training needs and the interests of the student
- d) The content should contribute to the development of the skills that the students have to acquire because of training.

1.3 Which answer below is an alternative to lecturing?

- a) eLearning
- b) Case study
- c) Experiential learning
- d) Coaching

1.4 Which answer below does coaching benefit?

- a) appraisals and assessments
- b) information or communication technologies



- c) interactive learning materials and packages
- d) multidimensional and embraces both the first two levels in a wider performance support framework

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

1.6 Which assessment method below best describes an imitation of a real-life situation?

- a) Documentation
- b) Interviews
- c) Simulation
- d) Test

1.7 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

1.8: \_\_\_\_\_ is comprised of educational programs and qualifications that could be specifically customised as per the needs of the management and the employees

- a) Assessment centres
- b) Formal education
- c) Job experiences



d) Educational course

1.9 Which definition best describes multi-skilling?

- a) Providing workers with control over the scheduling of their working time, such as working at home with a link to the office via computer
- b) Providing greater autonomy and authority over the execution and control of activities in which he or she is involved
- c) A way of organising work so that people are able to acquire and use a greater range of skills
- d) Training for expatriates' relation

1.10 How do budget constraints affect training and development initiatives?

- a) They promote more training programs
- b) They can limit the scope and quality of training offered
- c) They have no impact on training efforts
- d) They lead to more innovative training solutions

## **SECTION B**

**Question 2: Read the scenario below and answer questions that follow:** [30]

Your recently restructured organisation has created various paths of career mobility and levels of management, inspiring a number of the employees to aspire to move up the career ladder. Most of them however have not been prepared and developed for these positions. Your organisation is interested in "growing own timber" by investing in its current staff.

2.1 Define the term Career Management. (3)

2.2 It is stated in the above scenario that most of the employees are not prepared for the upcoming positions. Discuss how Management Development programmes could have used to rectify this problem. (10)



2.3 Explain what is mean by “growing own timber” in a training and development environment. (5)

2.4 List and explain at least three Management Development approaches that could have been used to prepare these aspiring leaders. (12)

## **SECTION C**

**Question 3: Long and structured questions. [60]**

3.1 Provide the challenges, which you believe, have the most impact on the future of the training and development sub function in Namibian enterprises. (20)

3.2 Describe the purpose of assessment and various types of assessment in an outcome-based education and training. (20)

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3.3 Written examinations are used to ensure knowledge retention of those attending the Employee Health and Safety Training. Describe the process of conducting an outcomes-based assessment. (20)

**End of paper**