



**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: ETD 711S	COURSE NAME: INTRODUCTION TO EDUCATION, TRAINING & DEVELOPMENT
SESSION: JANUARY 2025	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
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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

QUESTION 1 – Multiple Choice Questions

[10 marks]

Read the questions below and choose the best possible answer by selecting the letter that responds to your choice.

1.1 Training and development should be viewed as part of which function?

- a) The department offers the most training to
- b) HR
- c) Finance
- d) All of the above

1.2 A managerial approach to training includes:

- a) Planning, organising, leading, controlling
- b) Planning, delegating, leading, controlling
- c) Planning, organising, motivating, controlling
- d) Planning, organising, leading, evaluating

1.3 How many phases does the High-impact model have?

- a) 4
- b) 6
- c) 8
- d) 10

1.4 This theory refers to the learner's ability to plan his/her learning, execute and monitor it fully, and realise what is expected of him/her

- a) Gestalt theory
- b) Experiential learning
- c) Humanistic theory
- d) Meta-learning

1.5 A person with the following personality type prefers to think about every experience and to record, analyse and question information.

a) Reflectors

b) Activists

c) Pragmatists

d) Theorists

1.6 Which of the following is NOT a common data collection tool used in Training Needs Analysis?

a) Surveys and Questionnaires

b) Interviews

c) Focus Groups

d) Brainstorming Sessions

1.7 Which type of needs assessment involves watching the job or specific tasks being performed?

a) Observation

b) Group discussion

c) Questionnaires

d) Individual interviews

1.8 Which answer below is not a type of student need?

a) Normative needs

b) Felt needs

c) Expressed needs

d) Observational needs

1.9 Which of the following is a key benefit of conducting a Workplace Skills Audit?

a) Reducing employee turnover

b) Increasing customer satisfaction

c) Identifying gaps in employee skills to inform training and development programs

- d) Improving company branding
- 1.10 Which theory suggests that adults bring prior experiences to the learning process and prefer learning that is problem-centred?
- a) Behaviourism
 - b) Cognitivism
 - c) Andragogy
 - d) Constructivism

QUESTION 2

Decide whether the statement is **True** or **False** based on your understanding. [10]

- 2.1 Cost reduction needs involve determining the number of courses to be offered or the number of employees to be trained by other institutions, the number of students involved and the training facilities required.
- 2.2 Losses resulting from training arise because of the lower production levels that occur when employees participate in a course.
- 2.3 Cooperative skills, evaluation, face-to-face and group size are requirements for the humanistic learning theory.
- 2.4 Acquiring instructional resources is step 5 on the High-impact training model
- 2.5 A higher certificate is associated with NQF level 9.
- 2.6 We usually refer to those activities that provide the knowledge, skills, and moral values that individuals will need in the ordinary courses of their lives 'as development'.
- 2.7 A key objective of strategic training is to improve organizational performance by enhancing employees' skills and capabilities.
- 2.8 Strategic training and development should always be conducted in a classroom setting to ensure consistency.

- 2.9 Once a Training Needs Analysis is conducted, it should not be repeated, as the training requirements of an organization remain constant.
- 2.10 Strategic training and development focus primarily on meeting the short-term skill needs of employees rather than aligning with the organization's long-term goals.

SECTION B

QUESTION 3

Read the case scenario and answer the questions below.

[20]

- 3.1 As the training business partner, what suggestions will you present to management to reduce the cost and increase productivity in your organisation? (6)
- 3.2 Discuss those aspects that the management needs to include in the budget. (8)
- 3.3 Learning is a continuous, never-ending process occurring in all spheres of our lives. To understand how learning can be maximized, several factors are considered such as the learning theories. Discuss the Meta-Learning Theory. (6)

QUESTION 4

- 4.1 The Namibia Training Authority (NTA) is mandated to regulate, promote, and fund vocational education and training (VET) in Namibia, ensuring that the training provided aligns with national development goals, meets the needs of the labour market, and maintains high standards of quality and relevance. From where does the funding for the National Training Fund administered by the NTA originate? (5)
- 4.2 Registration is a continuous process for new employers and for employers who since have exceeded the NS1 million threshold. What information is required by the authority for employers' registration to ensure a smooth registration process? (5)
- 4.3 In what ways does the Training and Development Department function as a sub-system within an organization, and how does it interact with other departments to support the organization's strategic objectives? (10)

- 4.4 As a training manager, you will be expected to play the following roles: Strategist, group learning facilitator, need analyst, learning experience designer and learning material developer. Distinguish between these roles. (10)

Question 5

- 5.1 Explain the high-impact model of education, training and development. (12)
- 5.2 What is the andragogical assumption about the adult learner? (10)
- 5.3 Many organisations undertake training without making essential preliminary investments. What does developing a workplace skills plan entail? (6)
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