UNIVERSITY OF SWAZILAND

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

MAIN EXAMINATION 2007

TITLE OF PAPER: TRAINING MANAGEMENT

DEGREE AND YEAR: BCOM V/ IDE

COURSE NUMBER: BA 514

TIME ALLOWED: THREE (3) HOURS

INSTRUCTIONS: 1. THIS PAPER CONSISTS OF SECTIONS (A) AND (B)

2. THE CASE STUDY SECTION (A) IS COMPULSORY

3. ANSWER ANY THREE QUESTIONS FROM SECTION B

Note   MARKS WILL BE AWARDED FOR GOOD COMMUNICATION IN
ENGLISH AND FOR ORDERLY PRESENTATION OF WORK

THIS EXAMINATION PAPER SHOULD NOT BE OPENED UNTIL PERMISSION
HAS BEEN GRANTED BY THE INVIGILATOR.

SECTION A

In the past, employees have often referred to their boss as "inhuman". Today, that is not just a figure of speech. Their supervisor may, in reality, be inhuman a computer. In thousands of U.S. offices, factories, and stores where computer systems are in use, workers can no longer goof off, take long lunch hours, make personal phone calls or enjoy extended coffee breaks. Their every move is being monitored by a computer.

About seven million Americans who work with computers are now being monitored, and that number is expected to triple in the next years as the use of computers increases. Monitoring requires only the installation of specially written software in a central computer that processes the work of numerous individual terminal users. In manufacturing, computers can now be linked to plant-floor machinery to alert supervisors when speed and productivity fall below an established standard of performance. In offices, computers can keep track of a typist's keystrokes or the number of payment processed by an accounting clerk.

Employees who are monitored act differently somewhat like people having their picture ken from the employer's viewpoint, it is hoped that having a computer monitoring an employee's performance will improve the worker's productivity. For example, Giant Food, a Maryland-based grocery store chain, uses optical scanners at check-out counters to eliminate pricing errors, improve inventory control, aid in work scheduling, and track each worker's speed. By using this technique, the grocery store chain has reportedly saved in excess of $15 million annually. Other companies using computers to monitor employees include Pacific Southwest Airlines, American Express, United Airlines, Equitable Life Insurance, and AT &T.

There are drawbacks to monitoring employees by computers. Companies using computer monitoring system often cite higher employee turnover, increased absenteeism, and sabotage as major problems that can offset gains in productivity. Workers argue that being watched all the time is stressful, depersonalizing, and even frightening. Some workers complain about fatigue and headaches caused by the impersonal monitoring. They emphasized that a machine cannot measure courtesy, carefulness, personal attention, and quality. Unions such as the 13,000-member Brotherhood of Railway, Airline, and Steamship Clerks are actively opposing computer monitoring. More than twenty national unions have negotiated provisions in their contracts to limit the practice of computer monitoring. Even several state legislatures have reportedly discussed laws to regulate computer monitoring.

While the majority of employees view computer monitoring as a violation of privacy, a few see it as an unbiased true appraisal of their work for which they will be paid accordingly. For these employees, computer supervision is an improvement over a supervisor's objective judgement. Good or bad, experts believe that computer supervision is here to stay, but not without its share of employees objections and even legal battles.

Question 1
Explain some of the advantages and disadvantages of computer supervision from the employer's standpoint.   20 marks

Question 2
If you were an employee, would you want your work monitored by a computer, if "yes" give reasons, if "no" give reasons.   20 marks

Question1

You the training manager have been called in by the director of human resources to attend a meeting on training related issues in a large gold mining company. At this meeting you are given the task of determining IR training needs for supervisors for three mines. At the next meeting it will be your task to explain to the director how you would go about executing this task. What will you tell the meeting?

Question 2

You have been recently been appointed as training manager in an enterprise. Briefly explain the steps you would follow to develop an overall training facility strategy.

Question 3

How can the designer of training ensure that a course or programme will be presented in a meaningful way from the point of view of the following aspects?

Creating a learning environment

The guidelines for presenting effective lectures

Presenting alternatives to the lecture method

Facilitating structured learning experiences

Encouraging participation during presentation

Question 4

Discuss the various on the job methods that can be used for leadership development of mangers.

Question 5

Discuss some of the assessment methods and instruments that you would consider for a course of your choice.