

UNIVERSITY OF SWAZILAND
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
FINAL EXAMINATION PAPER, MAY 2008

TITLE OF PAPER : **TRAINING MANAGEMENT**

DEGREE AND YEAR : **BCOMM V /IDE LEVEL 7**

COURSE CODE : **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 TWO QUESTIONS FROM SECTION (B)

NOTE: MARKS WILL BE AWARDED FOR GOOD COMMUNICATION IN ENGLISH AND FOR ORDERLY PRESENTATION OF WORK.

DO NOT OPEN THIS PAPER UNTIL THE INVIGILATOR HAS GRANTED PERMISSION.

SECTION A

Employee training

The Springbok general Insurance Company is an industry leader. The training department at Springbok has just completed a needs assessment for a training course on customer relations. Company trainers surveyed managers, supervisors and wage-earning employees about this issue. The trainers then followed up this survey with intensive interviews of randomly selected supervisors and hourly paid employees. They found:

1. Customers (policy holders and sales agents) are often bounced around from one department to another when they call in with questions because nobody is sure who handles certain issues.
2. The telephone etiquette of wage-earning employees leaves much to be desired. Customers often complain that they feel as if they are bothering the person who is supposed to be helping them.
3. Letters from customers are not always answered promptly. In some cases, more than two months elapse between the time a letter is received at the head office and a reply is posted.
4. Supervisors feel that if a customer relations 'problem' exist, its cause has less to do with training needs than with lean staffing.
5. Older employees believe that younger employees are simply "less polite".

Company managers are concerned that employees need training in customer relations. Springbok's training staff is therefore planning to offer a one day seminar on the topic for all employees on telephone etiquette, correspondence and other matters.

In the meantime, a task force of company executives are investigating the possible creation of a special customer service centre. All incoming calls and letters will be directed to the centre, which will be staffed by specially trained employees drawn from work units in the company. They will handle all problems until resolved to the customer's satisfaction.

It was suggested that a training centre be built to cater for all the training in which case no learning would be outsourced.

Questions

1. How might the creation of a special customer service centre affect appropriate present training for employees in customer relations? 10 marks
2. How might the creation of a special customer service centre affect appropriate future training of employees in customer relations? 10 marks
3. Should the training staff at the Springbok General Insurance Company handle the issue of customer relations training from a traditional or strategic point of view? Give reasons for your answer. 15 marks
4. What would be the impact on the administration of training, e.g. budgets, costs, facilities and information systems, if a separate training centre were built for training employees on customer relations? 15 marks

SECTION B

Choose any two

Question 1

As senior training practitioner in your enterprise you have to convince senior management to introduce steps to provide guidelines on training employees in your enterprise in Zimbabwe and Kenya. 25 marks

Question 2

The technical training function (TTF) is the key element in the training of students at VOCTIM. Discuss the elements that impact on the work and effectiveness of TTF. 25 marks

Question 2

Formulate a purpose statement and five specific learning outcomes for a subject of your choice. 25 marks