

UNIVERSITY OF SWAZILAND
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
MAIN EXAMINATION
ACADEMIC YEAR 2011/2012

TITLE OF PAPER: BA 514 Training Management

DEGREE AND YEAR: Bachelor of Commerce V

COURSE NUMBER: BA 514/IDE BA514

TIME ALLOWED: Three (3) hours

INSTRUCTIONS

1. THIS PAPER CONSISTS OF SECTION (A) AND (B)
2. THE CASE STUDY SECTION (A) IS COMPULSORY
3. ANSWER ANY THREE QUESTIONS FROM SECTION B

NOTE: You are reminded that in assessing your work, account will be given of the accuracy of language and the general quality of expression, together with the layout and presentation of your final answer.

THIS PAPER MUST NOT BE OPENED UNTIL THE INVIGILATOR HAS GRANTED PERMISSION.

GOOD LUCK!!!

SECTION A CASE: COMPULSORY (40 MARKS)

Read the case below and answer the questions that follow.

CASE: Brick Wall Bindery Ltd

The company employs 418 staff in the manufacturing environment which operates on a twenty four hour basis Monday to Friday, with weekends being used for overtime work. Twelve other staff are employed in support functions. The Finance Director has a team of four staff organizing payment of salaries and invoicing as well as basic HR requirements etc. The Production Manager is supported by four staff who provide estimates and book in work. There are two further senior managers, the Managing Director and the Works Director who is responsible for the efficient operation of the manufacturing environment and staff issues. The Works Director also has to constantly work with the shop floor work force managing their attendance and dealing with productivity issues. For the past year BWB has not been actively recruiting to fill positions made vacant through people leaving the company to seek opportunities else where. Over the past three months 15 operators of different levels have left the company and their jobs have not been replaced. There has been an expectation by the Senior Management that employees will multi-task but there has been no training offered to support this view.

Apart from the Finance Director all of the Senior Management Team at BWB have been shop floor operators for similar businesses and have risen through the ranks to these roles. No one have had any formal management development

and this sometimes impacts on how decisions are made in the business, which on occasions, can seem quite reactive. Driven by the profit margins there have not been any wage increases across the board in the organization for the past two years. Two senior managers had been made redundant at the end of 2007 and with the freeze on recruitment the owners now felt in a position to award a pay increase of 3.15%. This has been rejected by a unanimous vote by the Union members who are looking for an increase of 5% per annum plus an extra two days holiday. There is very little professional HR knowledge held within this organization and you have been brought in as an HR consultant on a 12 month contract to work with BWB on managing the different challenges it has ahead.

Required:

- a. Clearly identify and explain problems related to training and development from the case. (10 marks)
- b. What reasons would you put forward to the Senior Management Team of Brick Wall to justify the use of training and development as an intervention to develop this company? (10 marks)
- c. Discuss the type of management development programmes that would be of most value to this organization. Justify your reasoning. (10 marks)
- d. As a Training and Development consultant, give advice to the Senior Management Team of Brick and Wall about having a training and development component in its HR Department and its strategic importance to this company. (10 marks)

Total**40 marks**

Source: Anonymous, *The University of Swaziland Library Past Training Management Examinations, 2006-2009.*

SECTION B (60 MARKS)

Answer **three (3) Questions** from this section

2. You have been hired to set up a Training and Development function within the HRM section at Swaziland Beverages. In setting it up discuss major problems in Swaziland Labour market and explain how training and development interventions can contribute towards addressing these problems (20 marks)

3. In addition to setting- up a training and development function at Swaziland Beverages, you have to consider developing a training and development policy for the organisation. Is the policy important in an enterprise? Justify your answer and list various aspects that you will include in the policy. (20 marks)

4. Reid and Barrington(1997) proposed a number of interventions/ approaches to managing employee training and development. Compare and contrast four of the approaches indicating in which situations or contexts each may be appropriate. (20 marks)

5. a. What is the rationale for training needs assessment? (5 marks)
b. Describe the assessment of training needs through organizational, individual and job analysis. (15 marks)

6. Compare and contrast critical elements to be considered in adults' learning and that of non- adults. (20marks)