

UNIVERSITY OF SWAZILAND
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
SUPPLEMENTARY EXAMINATION
ACADEMIC YEAR 2012/2013

TITLE OF PAPER: BA 514 Training Management

DEGREE AND YEAR: Bachelor of Commerce. V

COURSE NUMBER: BA 514/IDE 514

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 following background information of the case and answer the questions that follow).

CASE: The Tata Family

The Tata group, based in India, employs approximately 300,000 people across 80 countries. Leading subsidiaries include Tata Steel, Tata Motors, Tata Tea and Tata Consultancy Services. The Tata family has been described as "icons of employee' skills and management development; and is strongly committed to Corporate Social Responsibility". Approximately two thirds of the Tata Group's profits are set aside for training and development and to worthwhile charitable causes. When asked about the reason to put so much into such programmes, the CEO of the family emphasized the value of training and development. The Group has also published five core values: integrity, understanding, excellence, unity and responsibility. Integrity stresses conducting business fairly and honestly; understanding is about showing respect and compassion and working for the benefit of employees and surrounding communities; excellence is about standards; unity focuses on building relationships based on tolerance and understanding as well as mutual co-operation; and, responsibility is about being responsible to the communities and environments within which the group operates. There is a company code of conduct contains 25 clauses that provide the standards for how the Tata group conducts its business operations. These clauses include, for instance: national interest (e.g. respecting other countries' cultures); financial reporting and records (e.g. accurate financial records); equal opportunities employer (e.g. compliance with legislation); gifts and donations (e.g. not receiving or offering illegal payments); health, safety and environment (e.g. compliance with regulations); corporate citizenship (e.g. actively improving the quality of life of those people in the communities the business operates in); ethical conduct (e.g. all employees to behave in a professional and honest manner); and, reporting concerns (e.g. employees should report any violation of the code of conduct). In addition the company has a process referred to as

'Management of Business Ethics' which includes a commitment to train employees on ethical issues. New employees are expected to sign an allegiance to the company's code of conduct during induction training. These mechanisms illustrate how the company believes in fulfilling its duties to all those affected by its business operations. To achieve its goals each Tata has a training and development committee and each of its subsidiary companies has its own training officer.

Required:

- a. Discuss the different training and development approaches that you are likely to implement to support the Tata Group's approach to enhancing its employees and organisational 'value. (20 marks)

- b. What is the rationale for each of the approaches used above? (20 marks)

Total

40 marks

SECTION B (60 MARKS)

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

2. The Central Bank has approached you with your training and development expertise to design training and development programme for them. In designing the programme apply the "systems approach" for the program effectiveness.

(20 marks)

3. Explain key factors impacting directly or indirectly on the formation and implementation of training policies (20 marks)

4. Discuss contemporary macro-factors affecting training and development.
(20 marks)
5. To gauge training effectiveness, the training programme evaluation and assessment are an imperative. What are the different forms of assessment that are widely used by training facilitators (20 marks)
6. Read the following background information and answer the question in the last sentence:

Globalisation created opportunities for offshoring. Offshoring enabled multinationals to locate labour-intensive tasks in low-wage countries while offshoring technology-intensive tasks to advanced ones. For instance Apple has taken advantage of this approach in its manufacture of the iPad. This does mean that some productivity gains from the manufacturing of the iPad are captured by workers in China, who make important parts of the device, rather than by American workers. This approach is indicative of other American companies who often save on costs by finding lower wages abroad, not by enhancing the abilities of American workers. By the end of 2008 Western multinationals had established approximately 1000 R&D organizations in China in a variety of business sectors including: ICT, electronics, chemical, automotive and medicines. Identify and discuss implications, or challenges, of globalisation and/or offshoring from a country's skills' development perspective (20 marks)