

**UNIVERSITY OF SWAZILAND**

**DEPARTMENT OF BUSINESS ADMINISTRATION**

**MAIN EXAMINATION PAPER**

**DECEMBER, 2013**

**TITLE OF PAPER : TRAINING MANAGEMENT**

**COURSE CODE : BA 429/508 FULL TIME**

**TIME ALLOWED : THREE (3) HOURS**

- INSTRUCTIONS:**
- 1. THE NUMBER OF QUESTIONS IN THIS PAPER = SIX (6)**
  - 2. SECTION A IS COMPULSORY.**
  - 3. ANSWER ANY THREE (3) QUESTIONS IN SECTION B**
  - 4. THE MARKS TO BE AWARDED FOR EACH QUESTION ARE INDICATED ALONGSIDE THE QUESTION.**

**NOTE: MARKS WILL BE AWARDED FOR GOOD COMMUNICATION IN ENGLISH, AS WELL AS FOR ODERLY AND NEAT PRESENTATION OF WORK. FURTHER MARKS WILL BE AWARDED FOR USE OF RELEVANT EXAMPLESS.**

**SPECIAL REQUIREMENTS: NONE**

**THIS PAPER IS NOT TO BE OPENED UNTIL PERMISSION HAS BEEN GRANTED BY THE INVIGILATOR.**

## Section A

### PROGRAMME DESIGN AND DEVELOPMENT

One afternoon at a farewell meeting, after everyone had had a few drinks, Peter a foreman and Thabo an HR manager discussed the value of training. Peter said, I believe employees should be educated to do their job. Trainers do not focus on the correct issues. They talk about motivation but if an employee does not want to do her job, she must go. I attended a two day industrial relations training session organized by the IR Department and presented by a consultant a few weeks ago but what a mess! I was not informed about the course details and when I arrived, I saw a number of my juniors attending.

But that was not the worst. Listen to this we started with the principles of motivation for half a day, after which the instructor began to discuss the tripartite structure, and we ended the day with a discussion on the value of grievances procedures. I thought we could have started with a discussion on the environmental issues influencing IR, followed by the tripartite system, and so on – but there was no structure at all. What a laugh! The instructor said we all had to use the same learning method and if we did well, everybody could have a day off and that should motivate all of us to do better on the next course. There seemed to be a lack of design and no structure. I wonder if the instructor knows what he is doing. My whole section is negative about the training.

After Peter's outburst, Thabo made an appointment with him to discuss some of the issues raised.

#### Questions

- (a) What would you recommend to Thabo before his appointment with Peter? 20 marks
- (b) What principles of course design are involved? Do you think Thabo should explain them to Peter? Give reasons for your answer. 20 marks

Section B

Identify the role that training practitioners play to ensure that their actions contribute to the achievement of organisational strategy 20 marks

Question 2

Discuss the various training possibilities for which the traditional classroom could be used 20 marks

Question 3

Explain the concept of training needs assessment and its importance in terms of training and development in general 20 marks

Question 4

Explain the behavioural factors that could influence course development 20 marks

Question 5

Discuss some of the assessment methods and instruments that you would consider for a course of your choice 20 marks