UNIVERSITY OF SWAZILAND

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

MAIN EXAMINATION

ACADEMIC YEAR 2016/2017

TITLE OF PAPER: Human Resource Development/Training and Management Development

DEGREE AND YEAR: Bachelor of Commerce 1V

COURSE NUMBER: BA 429/IDE BA429/ BA 508

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: Compulsory   **(40 MARKS)**
(Read the case below and answer the questions that follow.)

CASE: Swaziland Postal and Telecommunication Services (SPTC) changes management Development

Swaziland Postal Telecommunication Services (SPTC) , a Swazi Postal and telecommunications service provider, discovered that its approach to management development was not working, and it turned to the corporate training and development (T&D) department for help. T&D serves as the primary internal source for developing supervisory personnel at SPTC.

The existing supervisory development course was voluntary. Generally, supervisors were promoted from the ranks of the 1,200 employees to serve as liaisons between employees and midlevel managers. Each had 12 to 40 employees reporting to a supervisor.

Corporate T&D decided that the supervisory development course was a good place to upgrade the development of supervisors. A survey found that supervisory skills needed to be more clearly defined. Only 25% of the supervisors had taken the course, there was no incentive to take the course, and there was no follow-up after the course.

First T&D created a checklist of successful supervisory behaviors based upon job descriptions. Then observer sessions were scheduled with the best supervisors wherein T&D observers noted what these supervisors did. The observations led to classifying necessary supervisory skills as the following:

    ... Employee communication

    ... Coaching

    ... Team building

    ... Motivation and performance counselling

Supervisors who already had taken the course were asked to rate the importance of the skills. Generally, the skills were considered of about equal importance. Further evaluation of the previously offered course identified effective and ineffective portions. T&D produced a report of its findings, and during a Saturday meeting of supervisory course, graduates presented its report. This session provided an opportunity for T&D and the supervisors to discuss how the course could be made more useful. For instance, revisions led to more sessions utilizing role-playing, case studies, and discussion.

Standard feedback forms are now used at the end of each course. In addition, a schedule for evaluation by supervisors six months after finishing the course provides further information. Using the evaluations to revise and improve course offerings is an ongoing process.

Required:

1. Evaluate the methods corporate T&D used to revise the supervisory
development course.   (20 marks)
2. Compare the findings of the T&D survey to what is done for supervisory
   development in organizations for which you have worked or are familiar with.
                                                             (20 marks).

Total   **(40 marks)**

Case adapted from Sue Shellenbbarger (1992) Work and family, *The Wall Street Journal*, June 24.

SECTION B   (60 MARKS)

(Answer any three (3) questions from this section)

2. Why conduct skills audit? And how can skills audit benefit the organization?

(20 marks)

3. What are the key dimensions for designing training material? (20 marks)

4. Before starting any training programme, there is a need to understand what skills are essential for executing your business strategy. Discuss this statement by demonstrating how the training content can be linked with specific Business Strategies   (20 marks)

5. Explain underlying principles for successful training and development

(20 marks)

6. You have been approached by Swaziland Beverages to develop a Training and Development plan for their staff. Advise on how to develop an effective training and development plan and its major contents.   (20 marks)