

**UNIVERSITY OF ESWATINI**  
**FACULTY OF COMMERCE**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**  
**MAIN EXAMINATION**  
**ACADEMIC YEAR 2018/2019**

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**TITLE OF PAPER:** Human Resource Development/Training Management I

**DEGREE AND YEAR:** Bachelor of Commerce 1V

**COURSE NUMBER:** BUS433/BA 429/IDE BA429/IDE 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: "WHAT A WASTE OF TIME"!**

Nick Graham managed the operational support department. One of the six supervisors reporting to him was Mary Nelson. Mary oversaw the procedures unit. She had been in that position for 18 months, after working in the unit as a clerk for three years, while she was a good performer as a clerk, she had real problems as a supervisor. Her attitude as a supervisor was that employees better do what they were told, and she did little to help them. As a result, there were noticeable production, morale and turnover problems in her unit.

Nick felt she needed training and enrolled her in a class, advanced sales management techniques, that was part of a supervisory training program. When Mary received the attendance memo from the Training Department, she asked Nick what was going on. He first replied that he thought she might like to attend, then said that "top management" was on a "Training kick". A few days later, Mary received a pre-class reading assignment. Nick, noticing her reading the booklet, told her to get back to work.

When the training class started, Mary arrived-ready to leave. She did not know what the program will cover. Nonetheless, she stayed for full week. The training was uninspiring and the program was mostly by lecture. There were few topics that dealt specifically with her concerns. Still at the end of the class, she felt that she had learned few things and was ready to try them out.

However, her first day at work was spent fighting fires. Nick, seeing her back, asked seriously how her vacation was. By mid-week, she was ready to try some of the things she learned in training. However, each time she tries Nick made some comments that threw her off her efforts. Finally Mary asked Nick what was going on. Nick told her that she needed to work, and not get preoccupied by all that training "theory".

Mary was angry. She reverted to her old ways, and one of her long term employees quit shortly thereafter. Mary thought to herself that the training was useless, as did Nick.

**Questions**

- a. Was the training effort that Mary went through a success or failure? Motivate your answer. (10)

- b. Identify the factors that contributed to the result (success or failure). (10)
- c. What actions can be taken before, during and after a training program to increase the chances for a successful training experience? (20)

**Total**

**(40 marks)**

Case adapted from Mr. D Makgala , (2017) Training Management , NorthWest Univeristy .

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**SECTION B (60 MARKS)**

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

**Question 2**

An effective trainer tries to develop training to meet the different learning styles. Explain this statement illustrating major differences in adults Learning versus that of children. (20 marks)

**Question 3**

Often training is conducted for the sake of expressing value attached to employees, hence a missing link to productivity. Discuss the significance of integrating the different education systems to labour market and national socio-economic development needs. (20 marks)

**Question 4**

"Various factors affect the design of the training programme and must therefore be taken into consideration." Discuss the factors. (20 marks)

**Question 5**

5.1 In many organizations, there remains a reluctance of employers to engage in training, identify and explain possible reasons for this. (10 marks)

5.2 What is needs assessment? Discuss three levels of training needs assessment (10 marks)

**Question 6**

The skills work plan is an imperative for any organisation. What are the prerequisites and key components of a skills work plan that you would develop for UNISWA. as a Training Management Consultant (20 marks)

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