

UNIVERSITY OF ESWATINI
DEPARTMENT OF BUSINESS ADMINISTRATION
MAIN EXAMINATION PAPER
NOVEMBER 2019

TITLE OF PAPER : Human Resource Development/Training Management1
COURSE CODE : BUS 433 FULL TIME
TIME ALLOWED : THREE (3) HOURS

INSTRUCTIONS:

- 1. THE NUMBER OF QUESTIONS IN THIS PAPER =FIVE (5)**
- 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 EXAMPLE.

SPECIAL REQUIREMENTS: NONE

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

CASE STUDY

Training new employees in the Eastern Cape

You are the training practitioner of a large manufacturing company in South Africa. Your role is mainly to manage the HRD function and ensure that the employees are sufficiently trained, not only to perform their duties to the best of their abilities, but also to ensure that the organisation's goals and objectives are achieved. A few weeks ago in a strategic session with the CEO you were told that the organisation is planning to open a new plant in the Eastern Cape, where approximately 800 employees will have to be hired and trained. Construction of the new plant has already begun and is scheduled to be fully operational in 18 months' time. According to the CEO the plant will be similar to the one in Midrand where you are currently working.

Thembi, the head of recruitment and selection, will be responsible for recruiting and selecting the new employees and you will be responsible for training them. You and Thembi have been given five months to submit proposals outlining how these new employees will be recruited and trained. The HR Director has also informed you that the new employees should be trained prior to the opening of the new plant. He has furthermore informed you that employees currently employed at the organisation with the necessary knowledge, capabilities and skills might be considered for a transfer and promotions. Junior and senior managers might be promoted to top management, and foremen and supervisors might be trained as supervisors. You will however have to determine whether the organisation can afford to transfer these employees.

Questions

Prepare a proposal for your HR Director by providing a HRD perspective on the following aspects:

1. The concepts of training, education and development; how each they differs, and more importantly why it is important to train the new employees. [20 marks]
2. The training approach and model that you will apply to train the new employees. Ensure that you have motivated your choice. [20 marks]

SECTION B

Question 1

Describe the importance of a training and development policy.

[20 marks]

Question 2

What are the various issues that a Training Practitioner must carefully consider when selecting methods to ensure that training and development are presented both effectively and efficiently to the various employees in an enterprise?

[20 marks]

Question 3

Discuss each of the following in details.

(a) Job instruction

[10 marks]

(b) Vestibule training

[10 marks]

(c) You have recently been appointed a training and development Manager in an organisation. Describe in detail how you would develop an overall training and development strategy.

[20 marks]

Question 4

Describe four (4) key learning challenges usually encountered by a development trainer in an organisation.

[20 marks]