

UNIVERSITY OF ESWATINI
DEPARTMENT OF BUSINESS ADMINISTRATION
RE-SIT EXAMINATION PAPER
JANUARY 2020

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 2

Positioning the HRD effort at Rainbow Retailers

Rainbow Retailers (RR), better known as Rainbow Foods, is a large retail corporation in South Africa. Rainbow Foods has a wide selection of products and are found in almost every rural town in South Africa.

Rainbow Foods is not an industry leader with regards to its HRD activities. Several years ago, the corporate HRD Department at Rainbow Foods was eliminated during a downsizing exercise, but it has recently been revived. At its helm is Abraham Sikhosana, who has been with the organisation for five years and is destined for higher-level responsibilities.

His department is staffed with six permanent employees, who have been with the company for many years. Sikhosana plans to establish a department which will service the corporate office only. The corporate office employs several hundred people and Sikhosana has more or less a free hand to determine the purpose of the department and offer planned learning activities of value to the employees and managers of Rainbow Foods.

The retail industry is fiercely competitive. Like other retailers, Rainbow Foods plans a major programme to revamp its stores. This programme will eventually change just about every fixture in most stores, including product display, advertising, inventory control and even store layout and staffing. The plan will be reality within ten years. In the meantime, Rainbow Foods will continue as it always has – as a dominant force in the industry.

Questions

1. What problems will Sikhosana encounter in his start-up efforts? Where is the place of the HRD Department in the organisation? How can he prevent these problems and minimise the effects thereof? [20 marks]
2. Explain the HRD strategic choices that have to be made in the light of the overall strategy. [20 marks]

SECTION B

Question 1

Discuss four (4) methods of evaluation in training management [20 marks]

Question 2

What role does the training and development practitioner play in motivating employees? Explain your view in detail. [20 marks]

Question 3

You have been appointed a training and development consultant for a large organisation of 20 000 employees to advise management on a training and development strategy. Write a proposal in which the following areas are presented and discussed.

- (i) Strategic training and development management in the organisation [5 marks]
- (ii) Effective management of training and development in the organisation [5 marks]
- (iii) The training and development process including a proposed model that the organisation can consider to design, deliver and evaluate [5 marks]
- (iv) The role of ETD practitioner as a consultant in the organisation [5 marks]

Question 4

"Many organisations are currently in the process of systematically computerised training and development record that has up to now been entered manually." (Erasmus, 2010) Discuss this statement. [20 marks]