

UNIVERSITY OF ESWATINI
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
MAIN EXAMINATION
ACADEMIC YEAR 2020/2021

TITLE OF PAPER: Human Resource Development/Training Management I

DEGREE AND YEAR: Bachelor of Commerce IV

COURSE NUMBER: BUS433/ 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 CASE: COMPULSORY (40 MARKS)

Read the case below and answer the questions that follow.

CASE: Brick Wall Bindery(BWB) Ltd

The company employs 418 staff in the manufacturing environment which operates on a twenty four hour basis, Monday to Friday, with weekends being used for overtime work. Twelve other staff are employed in support functions. The Finance Director has a team of four staff organizing payment of salaries and invoicing as well as basic HR requirements etc. The Production Manager is supported by four staff who provide estimates and book in work. There are two further senior managers, the Managing Director and the Works Director who is responsible for the efficient operation of the manufacturing environment and staff issues. The Works Director also has to constantly work with the shop floor work force managing their attendance and dealing with productivity issues. For the past year, BWB has not been actively recruiting to fill positions made vacant through people leaving the company to seek opportunities elsewhere. Over the past three months, 15 operators of different levels have left the company and their jobs have not been replaced. There has been an expectation by the Senior Management that employees will multi-task but there has been no training offered to support this view.

Apart from the Finance Director, all of the Senior Management Team at BWB have been shop floor operators for similar businesses and have risen through the ranks to these roles. No one has had any formal management development and this sometimes impacts on how decisions are made in the business, which on occasions, can seem quite reactive. Driven by the profit margins, there have not been any wage increases across the board in the organization for the past two years. Two senior managers had been made redundant at the end of 2007

and with the freeze on recruitment, the owners now felt in a position to award a pay increase of 3.15%. This has been rejected by a unanimous vote by the Union members who are looking for an increase of 5% per annum plus an extra two days holiday. There is very little professional HR knowledge held within this organization and you have been brought in as an HR consultant on a 12 months contract to work with BWB on managing the different challenges it has ahead.

Required:

- a. Clearly identify and explain problems related to training and development from the case. **(10 marks)**
- b. What reasons would you put forward to the Senior Management Team of Brick Wall to justify the use of training and development as an intervention to develop this company? **(10 marks)**
- c. Discuss the type of management development programmes that would be of most value to this organization. Justify your reasoning. **(10 marks)**
- d. As a Training and Development consultant, give advice to the Senior Management Team of Brick and Wall about having a training and Development component in its HR Department and its strategic importance to this company. **(10 marks)**

Total

40 marks

SECTION B (60 MARKS)

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

Question 2

As an adviser to the Minister of Labour and Social Services, you are required to provide comments on the macro factors influencing skills development in Eswatini Enterprises. (20 marks)

Question 3

"Your expertise are highly sought in Eswatini because of the manner in which you conduct the needs assessment". Using your encounter with any organisation you familiar with or/and your HRD expertise, discuss what would be the justification for the needs assessment in the focal organisation and outcomes of the needs assessment process. (20 marks)

Question 4

The Ministry of Health has engaged your services as a consultant to deal with issues relating to the status of training Health Nurses in their colleges and the Public Health Administrators in Eswatini. You are required to develop a Training and Development policy for such Student Nurses and Public Health Administrators (20 marks)

Question 5

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 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 UNESWA. as a Training Management Consultant (20 marks)