

UNIVERSITY OF ESWATINI
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
RE-SIT/SUPPLEMENTARY EXAMINATION
ACADEMIC YEAR 2020/2021

TITLE OF PAPER: Human Resource Development/Training Management I

DEGREE AND YEAR: Bachelor of Commerce 1V

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: Compulsory (40 MARKS)
(Read the case below and answer the questions that follow.)
CASE: Delivering Bread at the Foodfix Baking Company

The SUB Baking Company was founded more than 50 years ago by three brothers. SUB has since become a very large, diversified company, manufacturing well over 100 different food products. SUB employs more than 300 people and covers all the four regions in Eswatini. SUB has more than 35 outlets/stores nationwide.

One of the key jobs at SUB is that of the bread deliverer. When hired, deliverers are assigned a territory and given a list of customers within that territory. It is their job to deliver bread products and take new orders.

All new employees receive skills training on entering the job. The training which lasts one week is given one-on-one with the district's HR manager. The trainee accompanies the manager on what will become his or her route. The trainee is expected to observe and remember the activities performed by the district HR manager at the various stops along the route. During the stops, the trainee's main responsibilities are to observe and to help the HR manager complete the necessary tasks.

There is considerable driving time between shops, giving the manager an opportunity to answer all the questions asked and to quiz the trainee on details to remember regarding such things as paperwork and the order of the shops. The HR manager also uses this time to review with the trainee various situations that might arise and state how they might be handled correctly.

In the second week, trainees are on their own. They are told to phone the HR manager if any questions arise on their routes.

Case Questions:

- a. *Analyse the effectiveness of this training programme, indicating ways in which it successfully follows the steps in the instructional process and how it fell short?* (20 marks)
- b. *How would you re-design the programme to make it more effective? Be specific in your recommendations. Also include a rationale for each of your suggestions.* (20 marks)

Total

(40 marks)

Source: Erasmus B.J, Loedloff P.V. Z, Mda T. and Nel P.S (2006) Managing Training and Development, 4th Ed. Oxford, SA. Pp. 231-232.

SECTION B (60 MARKS)

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

Question 2

Discuss the steps followed in developing a competency-based training programme? (20 marks)

Question 3

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

Question 4

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 5

An organisation that has just restructured with new employees, promotions, layoffs and all the other HR-related aspects that comes with a restructuring exercise has since realised that all its efforts will be futile unless it trains and develops its employees. What type of training and development techniques would you recommend? Please provide justifications for your choices.

(20 marks)

Question 6

You have been hired to set up a Training and Development function within the HRM section at Eswatini Beverages. In setting it up, identify and discuss future trends that are likely to influence the training and development field. (20 marks)