



<b>FACULTY/COLLEGE</b>	College of Business and Economics
<b>DEPARTMENT</b>	Industrial Psychology and People Management
<b>CAMPUS(ES)</b>	APK, SWC
<b>MODULE NAME</b>	Human Resource Management 2A
<b>MODULE CODE</b>	MHB2B01 / HRM22B2
<b>SEMESTER</b>	Second
<b>ASSESSMENT OPPORTUNITY, MONTH AND YEAR</b>	FSAO – Final Summative Assessment Opportunity November 2019

<b>ASSESSMENT DATE</b>	19 November 2019	<b>SESSION</b>	08:30 – 11:30
<b>ASSESSOR(S)</b>	Dr C Mabaso, Mr D Lotriet		
<b>MODERATOR(S)</b>	Dr J Mitonga-Monga		
<b>DURATION</b>	3 hours (180 min)	<b>TOTAL MARKS</b>	100

<b>NUMBER OF PAGES OF QUESTION PAPER (Including cover page)</b>	6
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**INFORMATION/INSTRUCTIONS:**

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- This is a closed-book assessment.
  - There are 9 questions, **Questions 1 to 4 are compulsory.** (You need to answer only 5 Questions). **The 5<sup>th</sup> question is an elective.**
  - Read the questions carefully and answer only what is required.
  - Number your answers clearly and correctly as per the question paper.
  - Write neatly and legibly on both sides of the paper in the answer book, starting on the first page.
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**QUESTION 1****[20 MARKS]**

ROI is defined as the return on investment for an organization having invested in a learning programme or programmes. ROI helps to determine how much an organization spent on training and whether that investment helped to improve organisation operations.

1.1 You are required to discuss in your own words three (3) reasons why there is an increasing requirement for measuring ROI. **[6]**

1.2 You are required to calculate ROI on the case study below:

Murugan and Associates carried out training for its sales personnel a few months ago and would like to know whether the company benefitted from this investment. The results on the ground were as follows:

- Monetary benefits realised were R250 000.00
- Total cost of training was R75 000.00

Use the ROI formula to calculate the given/related metrics. Interpret your results and comment on your findings. **[5]**

1.3 Differentiate between the following key components of learning:

1.3.1 Human Capital **[1]**

1.3.2 Training **[1]**

1.3.3 Development **[1]**

1.3.4 Tacit Knowledge **[1]**

1.3.5 Explicit Knowledge **[1]**

1.4 Describe the following training roles in organisations

1.4.1 Professional Specialist **[1]**

1.4.2 Project Manager **[1]**

1.4.3 Business Partner **[1]**

1.4.4 Learning Strategist **[1]**

## QUESTION 2

[20 MARKS]

Case study: **IMPROVING SKILLS THROUGH TRAINING**

You are employed as a manager in one branch of the Grant IT Solutions which has branches across Gauteng and Mpumalanga Province. Following the annual performance appraisal of all branches and all staff, it was revealed that staff in your *Sandton Branch* performed poorly in three skill areas which are critical in the business operation. It appears as if your branch has lost several customers and at the same time many serious mistakes were made in the application of machine learning, mobile development and data engineering. Lucrative contracts with major clients were lost. As a result, there is barely enough money to pay salaries let alone to afford to pay for training. The business has suffered drastically in the overall profit margin for the financial year. As manager, you have been tasked with arranging training of your staff on skills, knowledge and attitudes that are lacking yet vital to enhance job performance.

**Source: Erasmus, Loedolff, Mda and Nel (2014)**

Referring to the above case study: answer the following questions:

- 2.1 Identify pressure point/s and indicate if these points can be solved with training. [1]
- 2.2. It is expected that before an organisation carries out any training program, a training needs assessment be conducted. Training needs analysis can be conducted at different levels in the organisation. Identify and discuss at least **two levels of analysis** in which the organisation can be engaged. Substantiate your answer by quoting relevant facts from the case study. [4]
- 2.3 If this organization were to provide training to its workforce, give advice on what type of systematic training design should be followed. [12]
- 2.4 What will be the benefits of training and development to both employees and the organisation? [2]
- 2.5 Certain factors may be a hindrance in providing training and development to staff in organisations. Explain a factor that can impact training in the current

firm.

**[1]**

**QUESTION 3**

**[20 MARKS]**

- 3.1 Discuss at least five reasons for evaluating training in organizations. **[5]**
- 3.2 If you have to deliver training to your trainees, it is critical to make sure that the training was effective. Additionally, training should give trainees a changed skills-set and trainees should be able to put their learning into practice (transfer of training). The training should also lead to improved organizational performance. Discuss the four levels of training evaluation according to Kirkpatrick's Model. **[8]**
- 3.3 Advise your organization about two evaluation methods that can be used in order to evaluate training. **[4]**
- 3.4 Explain to your manager methods that can be used to control threats to validity. **[3]**

**QUESTION 4**

**[20 MARKS]**

Program design is the heart of effective training because it directly influences knowledge and skill acquisition. Creating positive conditions before a training event can ensure that trainees are willing, ready and motivated to learn knowledge and acquire skills.

- 4.1 As a training and development practitioner, advise the organisation that you have joined about the training design process. **[9]**
- 4.2 An effective training program is key to providing a new skills sets which can aid the organisation in enhancing performance. However, if overlooked, certain conditions can hinder effective training. Explain the key factors to be considered when choosing the following:
- 4.2.1 Training Site **[3]**
- 4.2.2 Training Room **[3]**
- 4.2.3 Trainer / Facilitator **[3]**
- 4.3 The training facilitator is responsible for classroom management to ensure a positive learning environment for trainees. However, there might be disruptive trainees, explain the correct procedure to manage disruptive trainees. **[2]**

**QUESTION 5**

**[20 MARKS]**

- 5.1 Self-efficacy refers to the person's judgement about whether he or she can successfully learn knowledge and skills. Discuss four methods that can be used to increase self-efficacy. **[8]**
- 5.2 Reinforcement theory holds that people are motivated to perform or avoid certain behaviors because of the past outcomes that have resulted from those behaviors. Explain at least three methods that can be used to modify the behaviour. **[6]**
- 5.3 The purpose of training is to assist employees to learn and perform their jobs successfully. Describe what management can do before, during, and after training to improve the transfer of training. **[6]**

**QUESTION 6**

**[20 MARKS]**

- 6.1 Differentiate between social contextual learning and guided competency development? **[8]**
- 6.2. In the era of larger talent gaps and intelligent technologies, the need for training and development has never been more important. Skills are short-lived and companies are feeling the squeeze. This is probably why companies have finally turned their full attention to ongoing training for employees. Examine at least three training methods that your organisation can use to provide training to employees/trainees. **[12]**

**QUESTION 7**

**[20 MARKS]**

- 7.1 With the influence of technology, employees have greater control over when and where they receive training. They also have greater access to knowledge and expert systems. Discuss at least four **technology-based methods** that an organisation can use to provide training to its workforce in order to ensure a positive learning experience. **[8]**
- 7.2 Just as there is no finish line when it comes to digital transformation, employee development is also an ongoing component of a company's ability to become and remain competitive over the long term. This is especially true in today's rapidly evolving environment known as the Fourth Industrial Revolution, in which disruptive technologies, artificial intelligence, robotics, virtual reality and

trends like the internet are dramatically changing the way we live, work and experience the world. It is evident that organisations who want to be relevant and competitive will have to embrace technology and include it in their training strategies. With this in mind, discuss the features of online learning. **[12]**

**QUESTION 8**

**[20 MARKS]**

- 8.1 Development is described as the process from which employees learn and improve their skills & knowledge not only to benefit themselves but also their employing organizations. It is an educational process utilizing a systematic and organized procedure by which personnel learn conceptual and technical knowledge for general purpose. Illustrate, by means of a diagram, steps and responsibilities in the development planning process. **[10]**
- 8.2 Discuss at least five approaches to development that are available to organisations. **[10]**

**QUESTION 9**

**[20 MARKS]**

**Easing the Learning Curve**

Ironically, as daunting as learning about new technologies can be, there is an opportunity to leverage (utilize) it by creating interactive training tools that encourage role-playing, simulations and gamification. By providing wearables, smartphone apps and virtual reality headsets (consumer tech devices that are already used by the majority of us in our everyday lives), employers can dramatically ease the learning curve for employees while making learning more active and engaging. These tactics can alleviate the pressure on employees to cope with the speed of change driven by digital disruption.

- 9.1 Recent trends in technology have provided a variety of training methods to provide training to trainees. Discuss the recent method (s) that you can use in your organisation to provide training. Substantiate your choice by including the benefits of your chosen method. **[8]**
- 9.2 With the inception of 4<sup>th</sup> Industrial Revolution, certain skills will become redundant, the training role will also change drastically. Skills transformation for trainers will be a key factor for future success. What skills-sets do you think trainers would need in order to be successful in the future? **[8]**
- 9.3 Explain the excitement about using 'big data' related to learning, training, and development. Wherein lies the usefulness of big data? Explain. **[4]**

**TOTAL: 100 MARKS**

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