



FACULTY OF MANAGEMENT

NOVEMBER EXAM 2014

DEPARTMENT	INDUSTRIAL PSYCHOLOGY AND PEOPLE MANAGEMENT
<u>MODULE</u>	MANAGEMENT OF TRAINING 1B
<u>CODE</u>	BOL11B1
<u>DATE</u>	NOVEMBER 2014
<u>DURATION</u>	2 HOURS
<u>TOTAL MARKS</u>	80

<u>EXAMINER</u>	D. R MILTON
<u>MODERATOR</u>	W DE BEER
<u>NUMBER OF PAGES</u>	3

INSTRUCTIONS TO CANDIDATES:

- Please answer all the following questions.
- Question papers must be handed in.
- This is a closed book assessment.
- Read the questions carefully and answer only what is asked.
- Number your answers clearly.
- Write neatly and legibly.
- Structure your answers by using appropriate headings and sub-headings.
- The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.

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QUESTION 1 - CASE STUDY

The HR manager asked Mr Jones to deliver a conflict handling programme for a group of machine operators in a production company called “Milton Machines”. In a discussion with the HR manager, Mr Jones asked, “what events have triggered the request for such a training programme”? He informed Mr Jones that during a companywide employee meeting, several machine operators were quite outspoken in expressing their dissatisfaction with the way they were being treated and yelled at by managers and supervisors. As a result, senior management concluded that this group of machine operators needed to attend a conflict handling programme. It has been identified that these newly appointed machine operators have not been performing to the expected level of producing quality products for the company. It was also noticed that morale and interpersonal relationships have been deteriorating rapidly. Mr Jones suggested that before he designs a training programme specific to their situation, it would be a good idea to talk with some of the target audience (machine operators).

The HR manager agreed that Mr Jones meet with these employees. Mr Jones then arranged a focus group meeting with six of the newly appointed machine operators. As he listened to the machine operators, it became increasingly clear that most of the employees were experiencing problems which stemmed from a main cause: there was no training given to the new employees during their induction to “Milton Machines”. After listening to the perceptions and complaints from machine operators, Mr Jones realised that these employees would not benefit from a conflict handling programme, instead they needed a training programme that would identify the real problem, which is their lack of skills on how to operate their respective machines. Mr Jones recommended that he prepare and deliver the training programme, but only once he has conducted an in-depth training needs assessment and gathered all the necessary information he required. Mr Jones told the HR manager at Milton Machines that the training programme would cost approximately R168 000 for all the machine operators. He explained that this amount is small in comparison to the amount of waste the company is currently experiencing with the faulty products that these machine operators have been producing.

Mr Jones approaches you to help him to turn around “Milton Machines” and assist the machine operators to once again become productive.

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QUESTION 1

Define the following concepts and provide a practical example for each:

- 1.1. Training **[3+1]**
- 1.2. Assessment **[3+1]**
- 1.3. Management development **[3+1]**

QUESTION 2 (Relate your answers to the case study where applicable)

- 2.1. It is clear from reading the above case study that Milton Machines is facing a number of challenges regarding "Training and Development". Identify and discuss three (3) relevant challenges that Milton Machines is currently experiencing. Provide evidence from the case study to support your answer. **[3x2]**
- 2.2. Mr Jones is going to be expected to facilitate the training programme. Explain what is a facilitator? **[3]**
- 2.3. Mention five (5) characteristics/skills that Mr Jones should possess as a facilitator? Relate your answer to the case study. **[5x2]**
- 2.4. List and discuss five (5) factors that Mr Jones needs to consider when preparing the training programme for machinists. **[5x2]**
- 2.5. Do you think the above organisation could benefit from coaching? Motivate your answer with reference to the case study? **[5]**
- 2.6. Explain to Milton Machines what "Multiskilling" involves and the benefits it can have for this organisation. **[6]**
- 2.7. Identify six (6) evaluation instruments that Mr Jones can use to evaluate the training programme. **[6]**
- 2.8. To avoid future problems with employees, managers at Milton Machines also require some training and development. Name and discuss three (3) on-the-job methods and three (3) off-the-job methods that Mr Jones can use to train the managers at Milton Machines. **[6x2]**
- 2.9. Describe to Mr Jones, five (5) factors that determine what training method he can use for the employees of Milton Machines. **[5x2]**

Total: [80]

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