



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

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NOVEMBER EXAMINATION

NATIONAL CERTIFICATE

PERSONNEL TRAINING N6

(4110476)

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This question paper consists of 7 pages.

DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA
NATIONAL CERTIFICATE
PERSONNEL TRAINING N6
TIME: 3 HOURS
MARKS: 200

INSTRUCTIONS AND INFORMATION

1. SECTION A is COMPULSORY and must be answered by ALL the candidates.
 2. Answer any FOUR questions from SECTION B.
 3. Read all the questions carefully.
 4. Number the answers according to the numbering system used in this question paper.
 5. Write neatly and legibly.
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SECTION A (COMPULSORY)**QUESTION 1**

1.1 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'true' or 'false' next to the question number (1.1.1–1.1.15) in the ANSWER BOOK.

- 1.1.1 The formula $P - KD = N$ assists managers in identifying the performance gap of employees.
- 1.1.2 For meaningful learning to take place, the trainer must use ice-breakers to get members of the team to know each other better.
- 1.1.3 The facilitator co-ordinates learning activities.
- 1.1.4 Norm-based training allows the learner to continue to a higher level as long as he/she has achieved the minimum level of competency.
- 1.1.5 A checklist can be helpful in assuring that material needed for training is available.
- 1.1.6 Less productivity is an indication that training is needed in an organisation.
- 1.1.7 Training aids is an example of fixed costs.
- 1.1.8 The facilitator uses training aids to illustrate a learning point.
- 1.1.9 A process describes specific steps which the individuals are directed to perform.
- 1.1.10 Conceptual skills are related to a person's ability to think abstractly and to make certain deductions from given facts.
- 1.1.11 A procedure describes events or phases which the facilitator needs to be made aware of.
- 1.1.12 Competency-based modular training focuses on demonstrations and instruction.
- 1.1.13 When gathering data to determine the training needs, questions may also be used to determine the trainee's knowledge of the job.
- 1.1.14 Norm-based training compares the learner's standards with the set performance requirements.
- 1.1.15 The primary managerial function of the training manager includes planning, organising, coordinating, staffing and controlling of activities in the training department.

(15 × 1) (15)

- 1.2 Choose an/a item/word from COLUMN B that matches a description in COLUMN A. Write only the letter (A–R) next to the question number (1.2.1–1.2.15) in the ANSWER BOOK.

COLUMN A		COLUMN B
1.2.1	Refers to the individual's ability to think abstractly and to make certain deductions from given facts	A technical skills B competency
1.2.2	Refers to the knowledge that an employee must attain	C trainer D objective
1.2.3	Training takes place after a need has arisen	E type-a personality
1.2.4	Refers to the needs of the enterprise as a whole or to a group with the same job classification	F empathy G conceptual skills
1.2.5	Refers to the individual's proficiency in executing a specific task	H affective aims I meso-level needs
1.2.6	A specific statement of what is to be achieved	J cognitive aims
1.2.7	The facilitator must react immediately and appropriately to what is being said to him/her	K norm-based training L type-b personality
1.2.8	Refers to acquired manual skills	M immediacy
1.2.9	Needs of the organisation on a national or international level	N competency-based training
1.2.10	A person has the ability to do something	N reactive training O psychomotor aims
1.2.11	To be able to place yourself in someone's shoes, or having advanced understanding	P macro-level needs Q facilitator
1.2.12	A less stressed and more relaxed person	R micro-level needs
1.2.13	Focus and attention is mainly on him and he/she sets objectives	
1.2.14	Learning time and number of practical tasks to be mastered are kept constant	
1.2.15	Refers to changed beliefs/attitudes	

(15 × 1) (15)

- 1.3 Management requests the training manager to draw up a list of cost directly related to a specific training project. In practice the training team makes use of a different term when they refer to the cost elements directly related to training.

Name the term for 'cost directly related to training' and list NINE examples of cost directly related to training.

(1 + 9 × 1) (10)
[40]

TOTAL SECTION A: 40

SECTION B

Answer any FOUR questions from this section.

QUESTION 2

Desmond Thuli believes that the production department can, with the help of training, increase production with at least 10–15%. The staff of the production department is an elderly group of people who were not happy when they heard about training. They believe they are 'too old to learn'.

- 2.1 Desmond Thuli now asks you to draw-up a checklist of the equipment and media support he requires for the training session. Draw a checklist of at least FIFTEEN items that must be present to contribute to successful training.
(15 × 1) (15)
- 2.2 Desmond informed the trainees that formative and summative evaluation will be done.
Explain both evaluations to the trainees to ensure they know how the training process will be constructed and that they will understand what is going to happen during training.
(10 + 10) (20)
- 2.3 Formulate the guidelines Desmond must apply when training is evaluated.
(5 × 1) (5)
[40]

QUESTION 3

- 3.1 Desmond decided on a goal-based approach because the trainees from the production department have lots of experience and therefore training based on learning new methods or processes will not have the same effect. Desmond and his training team decide on management-by-objectives (MBO) as the ideal training method.

Discuss MBO under the following headings:

- 3.1.1 Explain, in detail, to the trainees what MBO is and how its work. (10 × 1) (10)
- 3.1.2 Explain to the trainees the FOUR distinctive parts of the MBO process. (4 × 3) (12)
- 3.1.3 Name any EIGHT advantages of MBO. (8 × 1) (8)

- 3.2 Training must bring change in the behavior of the trainee and be seen and experienced as successful.

Write down FIVE requirements for behavior change as part of the training process. (5 × 2) (10)
[40]

QUESTION 4

The trainer was traditionally seen as the source and conveyer of facts to learners, while the term facilitator means 'to help'. Answer the following questions on the role of the facilitator in modern training processes.

- 4.1 Explain the specific aspects of the role of a facilitator. (5 × 3) (15)
- 4.2 Differentiate in table format, between SIX behaviors of facilitators and trainers. Copy the table below in your ANSWER BOOK to answer the question.

FACILITATOR	TRAINER
4.2.1	4.2.1
4.2.2	4.2.2
4.2.3	4.2.3
4.2.4	4.2.4
4.2.5	4.2.5
4.2.6	4.2.6

(6 × 2 × 2) (24)

- 4.3 Name the acronym used to describe the non-verbal skills. (1)
[40]

QUESTION 5

Stress is a phenomenon that is present in the work place and also part of training. It is critically important that management must table a plan to minimise stress to ensure that employee's productivity is in line with the set standards.

- 5.1 Explain to staff the difference between stress and burnout. (6 + 6) (12)
- 5.2 Name the THREE main causes or sources of stress and support your answer with FOUR examples of factors contributing to each of the main causes for stress. (3 × 5) (15)
- 5.3 To overcome common stress problems, it is important that a person/employee takes personal responsibility for reducing his or her own stress level.

Lists SEVEN examples of individual approaches that can relieve the stress levels of a person/employee. (7)
- 5.4 Lists any SIX approaches of the enterprise to reduce the stress levels of a person/employee. (6 × 1) (6)
- [40]**

QUESTION 6

- 6.1 Management is not always convinced that the budget for training is delivering the expected result in the workplace. Part of Desmond Thuli's task is to measure the costs invested in training initiatives against the anticipated results.

Draw a list of at least EIGHT potential savings generated from the training programmes offered by the enterprise. (8 × 1) (8)
- 6.2 Desmond Thuli has to table his training budget for the new financial year for approval by the CFO (Chief Financial Officer).

Explain a training budget and also explain THREE budget methods Desmond can follow when drawing up his training budget. (12 × 1) (12)
- 6.3 Desmond has decided to put a checklist together of 'indicators that training is needed'.

Write down any TEN of these indicators for training which appear on Desmond's checklist. (10 × 1) (10)
- 6.4 Training media is a great help during the training process.

List TEN values of training media for the trainee during the training process. (10 × 1) (10)
- [40]**

TOTAL SECTION B: 160
GRAND TOTAL: 200