



DIPLOMA
July-December

Sessional Examination
HD121-Human Resource Development

BOTSWANA OPEN UNIVERSITY

Diploma in Human Resource Management

Human Resource Development

HD121

Sessional Examination

Time Allowed: 3 Hours

Marks: 100

Instructions

1. The examination consists of **Four** sections: A, B, C and D
2. Begin each to a new question on a new page.
3. Answer questions according to instructions given.
4. Write answers in the answer booklet provided.
5. Write in grammatical English.



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SECTION A-MULTIPLE CHOICE QUESTIONS

[10 MARKS]

Answer all questions

Choose the best alternative answer.

1. _____ is the acquisition of new skills in preparation of future changes in line with the organisation's vision and long - term goals.
 - A. Development
 - B. Tutoring
 - C. Education
 - D. Case study

2. The following are the factors that influence training in organisations, except _____.
 - A. Changes in the work force
 - B. Coaching of workers
 - C. Technological Acceleration
 - D. Increased global and domestic competition

3. Which of the following is a reason why organisations implement Training and Development?
 - A. Creating suppliers base
 - B. Creating customers base
 - C. Creating workforce base
 - D. Conformity vs Creativity and Innovation



4. Which one of the following is not a technique of off the job training?
- A. Lecture
 - B. Role play
 - C. Job rotation
 - D. Case studies
5. Job rotation is _____.
- A. One of the on the job training (OTJ) technique
 - B. One of the off the job training technique
 - C. A lecture method
 - D. A case study method
6. The following are the variables that influence the development of an effective training policy except _____.
- A. Size, traditions and prevailing culture
 - B. Statutory training requirements
 - C. The labour market
 - D. Employee unrest
7. Transfer of training is basically application of _____.
- A. Work to the other task
 - B. Knowledge and skills learnt during training
 - C. skills for promotion
 - D. Talent to work



8. What problems can be identified during a need assessment process?
- A. Managerial problems; Job performance problems and new systems and technology
 - B. New systems and technology and files well written
 - C. Files well written and Job performance problems
 - D. New systems and technology and files well written
9. A task analysis is _____.
- A. Job specification
 - B. Job description
 - C. an intensive examination of how people perform work activities
 - D. Job description and job specification
10. Which one below is not a characteristic of a learning objective?
- A. Observable action or task
 - B. Top management
 - C. Conditions of performance
 - D. At least one measurable criterion (standard)



SECTION B- TRUE OR FALSE QUESTIONS

[10 MARKS]

Answer all questions.

State whether each of the following statements is True or False.

1. A well - developed learning objective has four main characteristics.
2. Kirkpatrick's Model of evaluation identifies four levels such as: talking, working ,reaction and drinking.
3. The stages in the career development life cycle are organisational entry, career choice, organisational socialization, development or mastery and organisational exit and wining the enemy.
4. The labour market is one of the variables that influence the development of an effective training policy.
5. Managers are not role players in transfer of training.
6. On the job training (OTJ) is an activity undertaken outside the workplace and is designed to enhance the behaviour, attitude, skills and knowledge of the employee.
7. Job rotation is basically the cross training of employees in a variety of jobs through exposing the workers to all jobs outside the organisation.
8. Off the job training takes place outside the working environment.
9. A task analysis is an intensive examination of how people perform work activities.
10. Questionnaires are techniques used for collecting training needs in an organisation.



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SECTION C-SHORT ANSWER QUESTIONS

[30 MARKS]

Answer all questions

Question 1

State five (5) techniques used for collecting information during training needs assessment in an organisation. **(5 marks)**

Question 2

Outline five (5) symptoms that indicate unsatisfactory performance and influence an undertaking of a situational analysis. **(5 marks)**

Question 3

- (a) List three (3) main stakeholders that influence training needs analysis. **(3 marks)**
- (b) Explain how entry behaviours of trainees contribute to the success of any learning event or training and development programme (T&D). **(2 marks)**

Question 4

Name any five (5) techniques and considerations that make sequencing of training and development (T &D) programme more presentable and effective. **(5 marks)**

Question 5

Outline any five (5) training aids that training practitioners may use to enhance training. **(5 marks)**



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Question 6

- a) Outline three (3) learning factors that must take place to achieve objectives of any training event. **(3 marks)**

- b) What is transfer of training? **(2 marks)**



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SECTION D: ESSAY-TYPE QUESTIONS

[50 MARKS]

Answer any TWO questions from this section.

Question 1

- a) Discuss any five (5) aspects which are needed to develop an effective training policy for an organisation. **(15 marks)**
- b) Develop any five questions that can be used as guidelines for selecting a technique for training needs analysis. **(10 marks)**

Question 2

- a) Identify and discuss the four levels of Kirkpatrick's model of training and development. You need to motivate your discussion with the aid of a diagram. **(16 marks)**
- b) Discuss two types of evaluation of training and development that are used in today's organisations. **(9 marks)**

Question 3

- a) Outline eleven (11) steps you would take to conduct and evaluate the training programme in an organisation. **(22 marks)**
- b) What are the implications or challenges if the management put in place appropriate quality management systems like *ISO9001:2015* in relation to training and development? **(3 marks)**

END OF EXAMINATION