

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

DIPLOMA IN HUMAN RESOURCE MANAGEMENT

HUMAN RESOURCE DEVELOPMENT

HD 121

SESSIONAL EXAMINATION

Marks – 100

Time Allowed: 3 hours

Instructions

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

SECTION A -MULTIPLE CHOICE QUESTIONS

[25 marks]

Answer all questions. Each question carries ONE (1) mark

Choose the best alternative answer.

1. Below are parties responsible for employee career development with the exception of _____.
 - A. Organisation
 - B. Human Resources
 - C. Employee
 - D. Training institutions

2. The maintenance stage of career development calls for the following T&D programmes individually or in combination but not _____.
 - A. Succession planning
 - B. Career path planning
 - C. Training Plan
 - D. Individual counselling

3. Questionnaires are commonly applied T&D programme evaluation method. For it to be effective, what should its designer strive for?
 - A. Validity and reliability
 - B. Timely
 - C. unambiguity
 - D. Relevance

4. _____ is not a tool used to determine the effectiveness of training and development programmes.
 - A. Tests or Examinations
 - B. Interviews
 - C. Group Discussions
 - D. Course participation

5. The aim of establishment of apprenticeship by Botswana government was to _____.
- A. Reduce university applicants
 - B. Offer employment
 - C. Create a pool of Artisans
 - D. Offer on the job training for the citizens
6. On the job training are T&D activities undertaken in the _____.
- A. Quality Circles
 - B. Community
 - C. Office
 - D. workplace
7. Core training programmes and activities are _____.
- A. not important to the organisation
 - B. a requirement of Government
 - C. required by all employees
 - D. not relevant to organisational performance
8. _____ is an example of core training programme.
- A. Emergencies
 - B. Organisational culture training
 - C. Gender Issues Training
 - D. Managerial principles Training
9. _____ should not be considered in selecting training venue.
- A. target group
 - B. Course specification
 - C. Distance of the venue
 - D. Food

10. _____ is not a preferred title by personnel carrying out training.
- A. Facilitator
 - B. Tutor
 - C. Coach
 - D. Instructor

SECTION B

TRUE / FALSE QUESTIONS

[10 marks]

Answer ALL questions. Each question carries ONE (1) mark.

Answer True or False for each of the following.

1. The Kirkpatrick's model of T&D programme evaluation has equal amount of levels as the Philips Five levels ROI frame work.
2. Learning principles happen to be the guidelines to the manner in which people learn effectively.
3. There are seven (7) steps that can be applied in marketing of the T & D programmes.
4. Human Resources Development is divided into three distinct categories being education, training and learning.
5. Among others, workforce diversity is a factor that can influence training initiatives in an organisation.
6. Task assessment is not part of the stages of training and development process.
7. Training policy should be developed in such a way that it is flexible to adapt to training needs of individual employees.
8. The current second National Policy on Education (RNPE) of government of Botswana which regulates education in the country was revised on April 1991.
9. Attitude survey is not a test used in T&D programmes.
10. Intervention is one of the five purposes for monitoring and evaluating T&D programmes.

SECTION C SHORT ANSWER QUESTIONS [15 Marks]

Answer ALL the question from this section

1. List and briefly explain the stages involved in the conventional career development cycle? (10 Marks)
2. Compare and contrast Education, Training and Development furnishing examples for each. (10 Marks)
3. Concisely describe five (5) of the prominent quality management institution, systems and approaches used throughout the world with particular reference to appropriate T&D context? (5 Marks)

SECTION D

Essay- Type Questions

[50 Marks]

There are three questions in this section. Answer any two questions.

QUESTION 1

[25 Marks]

Read the following case study and answer the questions that follow.

TRAINING AND DEVELOPMENT CHALLENGES OF THE BOTSWANA'S HEALTHCARE SYSTEM

Nowadays, the increasing demand for healthcare services underscores the major challenges facing Botswana's healthcare system. A shortage of skilled staff and the inefficient use of human resources have resulted in rising health expenditures and a low quality of healthcare service. As a result, Botswana healthcare system is suffering from a shortage of skilled hospital staff and therefore requires more training and development programs, particularly in hospital management. As long as poor management exists, any funding or other attempts to improve the healthcare system will simply be wasted. As a result, Human Resource Development - which concerns the development and training of people to improve organizational performance and achieve objectives in the most effective and efficient ways possible - is now recognized as critical to business success.

In light of this reality more insight is required into human resource training and development in the healthcare context. Training and development strategy is considered as a critical factor for healthcare organizational survival due to the rapid technological advances and highly competitive markets.

Hospitals in Botswana have also acknowledged the needs of skilled hospital staff by increasing attention to training and development practices. However, many training and development activities have been carried out ineffectively, leading to the waste of the resource in terms of time and money. One way to reduce this ineffective performance is to improve the training and development process to determine how to implement appropriate training programs in the hospitals which call for proper monitoring and evaluation of training activities.

- a)** In order to improve organizational performance in Botswana hospitals, it is essential to develop a framework to assess the educational environment in healthcare context by way of effectively monitoring and evaluating training activities. As a Training and

Development Coordinator for the Ministry of Health (MoH), critically examine the five purposes for monitoring and evaluation of training programmes and relate how significant they are in aligning training in Botswana hospitals. **(15 Marks)**

- b) Outline the steps you would follow in conducting and evaluating a training programme for Pharmacy Technicians who have been poorly performing their job, which is implied by long queues and streak of complaints by patients at a hospital Pharmacy? **(10 Marks)**

QUESTION 2

(25 marks)

Read the following case study and answer the questions that follow.

THE SIGNIFICANCE OF TRAINING AND DEVELOPMENT IN ORGANISATIONS

Training and development have become the most important factor in the business world today, because it is believed to increase the efficiency and the effectiveness of both employees and the organization (Raja, Furqan and Khan, 2011). Training is designed to change or improve the behaviour of employees in the work place so as to stimulate efficiency. The cardinal purpose of training is to assist the organization achieve its short and long term objectives by adding value to its human capital. Training and development are not undertaken for the sake of training, but rather are designed to achieve some needs. Therefore, training and development are need based in the sense that they are undertaken to fill some knowledge gap within an organization. Many organizations have over the years introduced good manpower training and development strategies in order to enhance better employee performance at work and increase their productivity. However, the efforts of such strategies in most cases have always been jeopardized in most organizations, as a result of some factors that impede against the achievement of their objectives. Some of the impeding factors include recruitment/selection problems, training procedure and inadequate facilities, government policy, the economy and labour legislation. Generally; it has been observed that the environment that hosts the organizations is dynamic. The dynamism of the environment has many implications on the organizations: It is the determinant of the product that the organizations will produce a product. Thus as the consumers' taste and preference change, there is need for the organizations to also change their product and work process. Training

and development therefore, become necessary. Training and development is a very important tool for an organization to compete in this challenging and changing world.

- a) In light of the above case, state and clearly describe the five (5) factors that influence training and development intervention in organisations. **(15 Marks)**

- b) Training and development is a very important tool for an organization to compete in this challenging and changing world. Demonstrate with examples any five (5) benefits of training and development interventions to organisations **(10 Marks)**

QUESTION 3

(25 Marks)

Read the following case study and answer the questions that follow.

INDUCTION TRAINING

Induction training for newcomers is a part of a comprehensive selection of training and development functions in an organization. It plays a vital role in the socialization functions in organizations and offers opportunities for the newcomers to create unofficial networks inside the work community.

- a) State and describe any five objectives of an induction training **(10 Marks)**
- b) Tasked with the development of an induction training program, outline any five areas that will be compulsory to be part of the programme **(5 Marks)**
- c) **Read the following case study and answer the questions that follow.**

SYSTEMATIC APPROACH to TRAINING (SAT)

The Systematic Approach to Training (SAT) is a methodology for managing training programs. It is an orderly; logical approach to determining what people must know and do at a particular job or in a specific profession. The systematic approach to training ensures that people are prepared for their work by having the necessary knowledge, skills, and attitudes to do their job. SAT begins with identifying people's work related needs. It ensures training is delivered properly; the student learns what is important; and the student is competent to be assigned to work. The systematic approach to training uses constant evaluation of the training program to ensure it is meeting the needs of the students and the nuclear plant organization.

SAT is always a combined effort between trainers and experts from operating line organizations. Managers, supervisors, and experienced workers from organizations play an important role in the implementation of the systematic approach to training. Professional trainers provide expertise in the SAT methodology and process. They apply the systematic approach to training to meet the needs of the operating organization. Experts from operating groups provide the expectations and work requirements of the group. They identify the work that will be done and the standards against which students will be judged. Operating experts

with help from professional trainers determine the knowledge, skill, and attitudes that must be mastered by students. Through the use of the systematic approach to training, individual units within organisations ensure that important topics and skills are identified, proper learning methods are used, training material is useful to students, and that students can perform work as expected when they are assigned to work. The systematic approach to training ensures the training program supports the organisation's needs for human performance.

- a) Depict and discuss five main phases in the systematic approach to training

(10 Marks)

END OF EXAMINATION