

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

DIPLOMA IN HUMAN RESOURCE MANAGEMENT

HUMAN RESOURCE DEVELOPMENT

HD 121

SPECIAL EXAMINATION

TIME ALLOWED: 3 HOURS

Marks – 100

Instructions

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

SECTION A: MULTIPLE CHOICE QUESTIONS. [10 MARKS]

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

Choose one alternative that best answers the question

1. Education is defined as _____.
 - a) Activities which aim to develop the knowledge, skills, moral values and understanding required in all aspects of life.
 - b) Activities which aim to develop knowledge and skill relating to only a limited field of activity.
 - c) Activities which aim to improve human performance on-the-job the employee has been hired to do.
 - d) None of the above

2. Observing employees in the course of their duty is one of the activities that are done during _____.
 - a) Development of training objectives
 - b) Development of criteria for training evaluation
 - c) Task assessment
 - d) Assessment stage of the training process

3. A criterion for developing a training policy is important for which reasons?
 - a) Performance Management goals
 - b) To ease decision-making regarding training and development
 - c) To fire employees
 - d) Objectives of Work Improvement Team



4. Which of the following are reason(s) for developing an effective training policy?
- a) To define the relationships
 - b) Provision of operational guidelines
 - c) To provide information to employees
 - d) All of the above
5. Situational analysis may be used as an instrument to assess _____.
- a) High attendance
 - b) High productivity
 - c) User satisfaction
 - d) High turnover rates
6. The first step of Job Instruction Training (JIT) is getting ready to instruct as a line supervisor, the following are what it is required to be done, **except**_____.
- a) Breakdown the job
 - b) Prepare an instructional plan
 - c) Trying out learners' performance
 - d) Get everything ready
7. Which factor do human resource personnel have to consider in the selection process of training and development programme?
- a) Analysis of skills gap
 - b) Planning
 - c) Communication strategy
 - d) Target market analysis

8. _____ Factors in needs assessment planning are at macro level.
- a) Political
 - b) Social
 - c) Technological development.
 - d) All of the above
9. _____ method of training and development programme evaluation is most widely used.
- a) Questionnaire,
 - b) Interview,
 - c) Critical incident review,
 - d) Action planning,
10. _____ method of evaluation obtains the most reliable information.
- a) Questionnaire,
 - b) Interview,
 - c) Critical incident review,
 - d) Action planning,

SECTION B: TRUE /FALSE QUESTIONS.

[10 MARKS]

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

State whether each of the following is True or False

1. Mentoring the co-employees that you are to work with is one of the components of a formal orientation.
2. In the implementation of training programmes the target group analysis need to be put into consideration.
3. Provides input into programme planning is one of the Pre learning strategies for the learner or employee.
4. Macro level needs are those training needs that are only found internationally.
5. Trying out the learner performance is the third (3rd) step of the Job Instruction Training **(JIT)**.
6. A training policy can be used as a publicity stunt to project an image of a caring and progressive employer, especially if the training policy reflects that an organisation is committed to sponsoring 'social training programmes such as youth training.
7. Transfer of training strategies is only applicable prior to training.
8. The welfare approach is one of the approaches to help deal away with problems that can be encountered at any levels of training and development needs assessment.
9. Action planning is designed to make sure that transfer[▲] of learning actually does take place in the work environment.
10. Behavior analysis evaluates the learner only after a learning event has taken place to determine the extent of the change in behaviour.



SECTION C: SHORT ANSWER QUESTIONS. [30 Marks]

Answer all questions from this section

1. The personnel department should strive to ensure that a new employee settles down quickly and that new problems are dealt with in advance. List **six (6)** things about the organisation that the new employee should be briefed on as part of their induction. **(6 Marks)**
2. Explain the three (3) categories of problems that may be identified by training needs assessment. **(6 marks)**
3. Describe Job Instruction Training (JIT). **(2 marks)**
4. State four (4) opportunities that off-the-job training offers to employees and the organisation. **(4 marks)**
5. List six (6) characteristics of Job Rotation as a training and development intervention approach? **(6 marks)**
6. Explain the categories of objectives of training & development as identified by Warr, Bird and Rackham, of the CIRO model. **(6 marks)**



SECTION D: ESSAY-TYPE QUESTIONS.

[50 MARKS]

Answer any two questions from this section

QUESTION 1

[25 marks]

Discuss the training and development training process.

QUESTION 2

[25 marks]

Identify five (5) training needs assessment techniques and discuss two (2) advantages and two disadvantages of each one of them.

QUESTION 3

[25 marks]

Discuss the Organisational Training Needs Analysis Process.

END OF EXAMINATION