



BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

DIPLOMA IN HUMAN RESOURCES MANAGEMENT

HUMAN RESOURCES DEVELOPMENT

HD 121

Special Examination

Marks – 100

Time Allowed: 3 hours

Instructions to candidates:

1. This 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 in grammatical English.

SECTION A: MULTIPLE CHOICE QUESTIONS

[20 MARKS]

Answer all questions in this section

Choose the best alternative answer.

1. Job enrichment involves _____.
 - A. Adding more depth to a job.
 - B. Broadening the scope of a job.
 - C. Rotating the order in which the tasks are done.
 - D. Giving feedback directly to the employee.

2. The three functions of HRD are _____.
 - A. Orientation, training, and redeployment.
 - B. Training, individual development, and strategic development.
 - C. Training, individual development, and organisational development.
 - D. Strategic, operation, and individual.

3. The three learning domains that influence or change behavior are _____.
 - A. Identification, development, education.
 - B. Cooperation, sharing, evaluating.
 - C. Preparing, implementing, evaluating.
 - D. Skills, knowledge, attitude.

4. The three phases of training are _____.
 - A. Needs assessment, implementation, and evaluation.
 - B. Job analysis, surveying trainees, evaluation.
 - C. Commitment from upper management needs assessment, evaluation.
 - D. Approach, emphasis, presentation.

5. The performance appraisal system that specifies the performance goals that an individual and manager agree the employee will attain within a specific period of time is known as _____.
- A. Management By Objectives.
 - B. Behavioral Expectations.
 - C. Behavioral Anchored Rating.
 - D. Critical Incident.
6. Which of the following training programme would most likely be conducted by external training resources?
- A. Harassment training
 - B. Train-the-Trainer
 - C. OSHA training
 - D. Orientation
7. _____ is not a basic method for evaluating training programme.
- A. Reaction
 - B. Learning
 - C. Behavior modeling
 - D. Results
8. Training objectives should include all of the following except _____.
- A. Specific.
 - B. Realistic.
 - C. Easy to interpret.
 - D. Timely.

9. _____ is not a type of training needs analysis.
- A. Task analysis
 - B. Organisational analysis
 - C. Operations analysis
 - D. Individual analysis
10. Which of the following is not one of the four criteria for evaluating training programs?
- A. Behavior
 - B. Synthesis
 - C. Reactions
 - D. Learning
11. A training technique that involves transferring trainees to different jobs to broaden their focus and to increase their knowledge is _____.
- A. Job rotation.
 - B. Job-instruction training.
 - C. Imitative learning.
 - D. Computer-assisted instruction.
12. The preparation of the employee for future responsibility, often at a different level in the organisation is known as _____.
- A. Development
 - B. Training
 - C. Education
 - D. Needs assessment

13. Which of the following correctly defines training?
- A. Skills that apply to an employee's current job.
 - B. Preparation of the employee for future responsibility.
 - C. A generalized, individual learning experience.
 - D. An attempt to modify behavior.
14. What is the difference between training activities and developmental activities?
- A. Training activities prepare employees for their present jobs; developmental activities prepare employees for future jobs.
 - B. Training activities focus on the acquisition of new skills; developmental activities correct skill deficiencies.
 - C. Training activities are broader in focus; developmental activities have a narrow focus.
 - D. There is no difference; the two terms are interchangeable
15. Which of the following statements about an organisational needs assessment is true?
- A. It uses employee interviews to determine training needs.
 - B. It identifies how well individuals perform their jobs.
 - C. It indicates gaps between job requirements and job performance.
 - D. It identifies the impact of change on future training.
16. The training director for a company that wants to provide training for its 30 customer service representatives wants to undertake a needs analysis.
- Once the data has been gathered, the next step is to _____.
- A. Report the needs that training can and cannot meet.
 - B. Develop the objectives for the training program.
 - C. Propose a series of solutions for customer service problems.
 - D. Decide whether to develop or buy the training program.

17. Which of the following is a comparative appraisal method?
- A. Checklist
 - B. Forced choice
 - C. Graphic scale
 - D. Forced distribution
18. A job design strategy that increases the variety of responsibilities but requires the same skill level is referred to as _____.
- A. Job enlargement.
 - B. Job enrichment.
 - C. Job simplification.
 - D. Job specialization.
19. An interviewer believes that older workers are more difficult to train and make more mistakes than younger workers. This form of performance appraisal error is _____.
- A. Deficiency.
 - B. Contamination.
 - C. Bias.
 - D. Conflict.
20. A manager wants to promote group interaction in the training session that he is conducting. Which of the following learning methods involves maximum group interaction among participants in a training programme?
- A. Orientations
 - B. Lectures
 - C. Case studies
 - D. Group Discussions

SECTION B: TRUE/FALSE QUESTIONS.

[10 MARKS]

Answer all questions. State whether each of the following statements is TRUE or FALSE.

1. The HRD systems focus an employee welfare and Quality of Work Life by continually examining employee needs and meeting them to the best possible extent.
2. In HRD, unions are encouraged to make a trust towards the psychological and social wellbeing of workers.
3. The HRD is a process, merely a set of mechanisms and techniques.
4. An evaluation of where one stands on the basis of their job responsibilities, leadership, qualities etc. will be a good starting point for marketing plans for success.
5. Training and development aim at developing competences such as technical, human, conceptual and managerial for the furtherance of individual and organisation growth.
6. Training need analysis at organisational level focuses on strategic planning, business need, and goals.
7. Games and simulations are usually played for enjoyment during training.
8. Employee development programs make positive contributions to organisational performance.
9. The evaluations review indicates a frequent confusion between the concepts of training and awareness creation in the design of training programs.
10. Training is not the systematic modification of behavior through learning that occurs as a result of instruction, education, development and planned experience.

SECTION C –SHORT ANSWER QUESTIONS

[30 MARKS]

Answer all questions.

Question 1

Explain the following terms:

- a. Coaching (2 marks)
- b. Career path planning (2 marks)
- c. Skills inventory (2marks)

Question 2

List any five (5) Quality Management Systems. (5 marks)

Question 3

a) Outline five (5) factors that you would consider when selecting Training and Development programmes. (5 marks)

Question 4

State two advantages and two disadvantages of the following teaching aids:

- a. Films (4 marks)
- b. Computers (4 marks)

Question 5

Name any six (6) different types of core training programmes and activities. (6 marks)

Section D- ESSAY TYPE QUESTIONS [40 MARKS]

Answer any TWO questions. Each question carries 20 marks.

Question 1

Your organisation wants to embark on training needs analysis exercise. As an expert in training analysis, develop some guidelines that can help them on deciding on a technique to use for the needs analysis exercise. **(20 marks)**

Question 2

Define Task analysis and discuss the uses of task analysis. **(20 marks)**

Question 3

Despite the fact that training and development programmes evaluation is valuable to organisations, some managers and Human Resources Practitioners are reluctant to devote resources on this human resource effort.

- a). Identify and discuss FIVE (5) reasons for their reluctance. **(15 marks)**
- b). Why would you encourage organisations to embrace the concept of training and development programmes? **(5 marks)**

END OF THE EXAMINATION