

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

DIPLOMA IN HUMAN RESOURCE MANAGEMENT

HUMAN RESOURCE DEVELOPMENT

HD 101

SESSIONAL EXAMINATION

Marks – 100

Time Allowed: 3 hours

Instructions to candidates:

1. The examination consists of four sections: A, B, C and D
2. Answer all questions from section A, B and C
3. Choose any two questions from section D.
4. Begin each answer to a new question on a new page.
5. Write legibly in grammatical English.
6. Use examples where possible to support your explanations.
7. Write answers in the answer booklet provided.

SECTION A

[25 Marks]

Choose the best alternative that answers the question

- 1) Beach (1991) added the following career development actions except_____.
 - a) Work experiences
 - b) Education
 - c) Training
 - d) Workers union

- 2) What is Education?
 - a) Acquiring skills to improve the current job
 - b) Learning to improve performance in a new job in the very near future
 - c) Is a process of meeting deadlines
 - d) Is a process of punishing subordinates

- 3) What is Development?
 - a) Learning to improve performance in a new job in the very near future
 - b) Is a process of meeting deadlines
 - c) Is a process of punishing subordinates
 - d) This is long-term learning that is not job related

- 4) Which Model did Warr, Bird and Rackham design?
 - a) CIRO
 - b) Kirkpatrick
 - c) Hawthorne
 - d) Maslow

- 5) Kirkpatrick designed an evaluation model called _____.
- a) CIRO
 - b) Hawthorne
 - c) Hygiene factor
 - d) Kirkpatrick Model
- 6) Which one of the following is not a component of formal orientation?
- a) Welcoming
 - b) Completing the paper
 - c) Ignoring organizational policies
 - d) Meeting the supervisor & employees
- 7) As an HR Specialist how do you determine the contents of training and development?
- a) By carrying out a needs assessment that diagnoses the present problems & future challenges to be met by the organization
 - b) By demoting the supervisor
 - c) By punishing the subordinates
 - d) By doing the work for the second time
- 8) A learning cycle includes the following _____.
- a) Trainees apprehensiveness, trainee learning experience develops, trainee experiment new skill and trainee applies learnt skill
 - b) Top management
 - c) Employee
 - d) Immediate supervisor
- 9) The following are the three types of change except _____.
- a) Lack of knowledge for change
 - b) Adaptive change
 - c) Innovative Change
 - d) Radically innovative change

- 10) The following are the three benefits of Training and Development to the individual except _____.
- a) It empowers the individual
 - b) It provides the trainee with the avenue for growth
 - c) It eliminates fear in attempting new tasks due to increased confidence
 - d) It enhances improved morale at the workplace
- 11) The following are the three benefits of Training & Development to the organisation except _____.
- a) It enhances improved morale at the workplace
 - b) It discourages individuals
 - c) It improves knowledge and skills at all levels of the organization
 - d) It portrays a positive corporate image
- 12) The ISO 9000/ 2000 International Code of Practice for Quality Management Systems' focus is _____.
- a) To analyze the trainees performance
 - b) To analyze the key player
 - c) The focus of these systems is to improve the process of an organization in order to enhance performance
 - d) A promotion of audience
- 13) Which one of the following is not a factor of unsatisfactory performance?
- a) Low productivity
 - b) Low Morale
 - c) Absenteeism
 - d) Situational Leadership Theory (SLT)

- 14) The following are the factors for macro level of needs assessment planning except_____.
- a) The Hawthorne effect
 - b) Political
 - c) Social
 - d) Technological development
- 15) Which one of the following is not a technique for training needs in an organisation?
- a) Observation
 - b) Key consultants
 - c) Fighting with employees in the office
 - d) Questionnaires
- 16) Which one is not a stakeholder in training needs analysis?
- a) Can be defined as forces that energize, direct and sustain a person's efforts
 - b) The state
 - c) Trade unions
 - d) Employers
- 17) Staff development includes the following except_____.
- a) A long term training
 - b) Short courses
 - c) Attachments and study visits
 - d) Not participating in professional bodies
- 18) Which alternative represents the aspects of a training model?
- a) Task only
 - b) Employees only
 - c) Organization, task, employees, training objectives, training evaluation criteria, design & Select training procedures, train, measure training results and compare results to criteria
 - d) Training objectives only

19) Training and Development selection is a process that includes the following except which one_____.

- a) Analysis of skills gap
- b) Refers to a learning environment with a lot of politicians
- c) Available training programmes
- d) Cost implications

20) The following are the aspects required for developing an effective training policy except_____.

- a) Skill and knowledge
- b) Involvement
- c) Clarity of purpose
- d) Punishing employees to get promotion

21) The dominant domain should be the focal point of one of the following evaluations except_____.

- a) To count the number of audience, trainees and participants
- b) Criterion referenced test
- c) Performance test
- d) Attitude survey

22) What is formative evaluation?

- a) Refers to the assessment aspect of evaluation of training and development programmes
- b) Looks into the health of the training manager and trainees
- c) Looks into the extent to which there is a need and demand for training in the organization
- d) Looks into the natural development of the training function in the organization

- 23) What is the definition of quality management systems according to Brown (1971)?
- New ideas
 - New knowledge transferred throughout the organisation
 - The process that is used to ensure that the degree of excellence as per the specification is achieved.
 - Behaviour change
- 24) The following are not training aids except _____.
- Effective leaders coerce employees
 - Effective leaders punish subordinates
 - Non effective will not get good results
 - Slides, charts, posters, the board, the overhead projector, films, audio tapes, models, videos, computers and handouts
- 25) The training evaluation instrument suggested by Beardwell Holden includes _____.
- The manager
 - Questionnaires, Test or Examinations, Projects, Tutor report
 - Supervisor
 - Chief executive officer

SECTION B

[16 Marks]

For each of the statement below, write True or False.

- 1) Induction is where the new employee is introduced to the organisation as a means of making the workers feel welcome to the organisation.
- 2) On- the- job training is not effective as the employee (s) learns and develops skills under actual working conditions while under an experienced instructor.
- 3) For on-the- job training to be conducted in some instances issues of culture need to be looked at.

- 4) On the job training method cannot be applied at all levels of the employment within an organisation.
- 5) Job instruction training (JIT), job rotation, apprenticeship and coaching are the main approaches to on the job training.
- 6) Characteristics and activities of apprenticeship and coaching are similar nature of execution.
- 7) Cross training of employees in a variety of jobs is one of the characteristics of a job rotation.
- 8) The government made it a requirement that establishments employing expatriates should prepare training programmes through which locals will localize posts.
- 9) Kirkpatrick's Model happens not to be the most recognized and widely used form of evaluation by Human Resources Development of many organizations.
- 10) A questionnaire is not the commonly applied method of evaluation of Training and Development programmes.
- 11) Technological Acceleration is one of the factors that influence training in an organization.
- 12) Improving communication between group and individuals and builds cohesion is a benefit of training and development programme.
- 13) Training and evaluation criteria are not one of the aspects of the model of training process.
- 14) Analysis of skills gap is one of the factors for training and development.
- 15) The target population for the training programme should not be analyzed in order to understand their age, learning styles and language.
- 16) An employee is a role player for training and development.

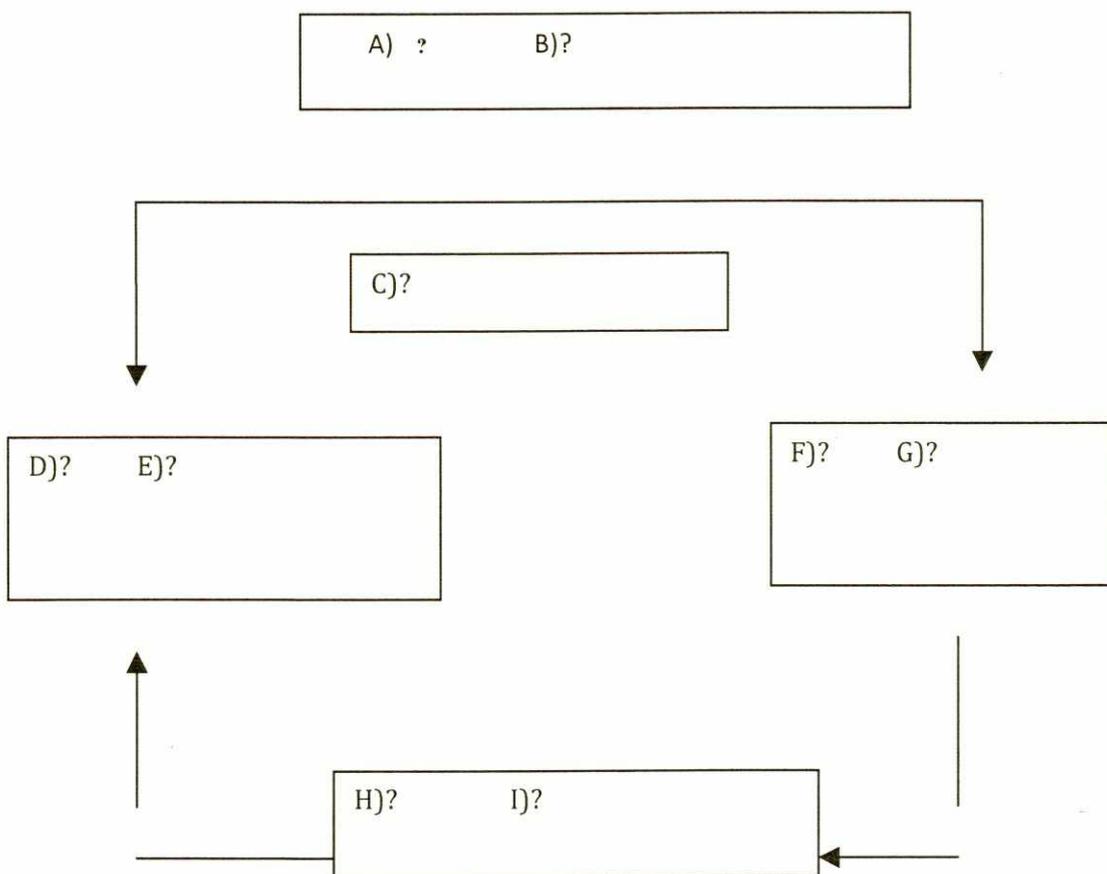
SECTION C

[9 Marks]

Answer all the question from this section

In terms of evaluation, all the activities must be done on a continuous basis. By so doing, organisations may be in a better position to ascertain the actual effect of the training and development intervention. Sourcing from Erasmus and Van Dyk (2004:256) Laird suggested a flow chart that depicts the evaluation process.

Required: What does each letter in the flow chart represent? (9 Marks)



SECTION D

[50 Marks]

Answer any two questions from this section

(25 Marks each)

QUESTION 1

Assume that you are a training coordinator or consultant for a government department with a number of sales representatives. You have noticed after receiving a selected number of periodic performance appraisals of these sales representatives that many seem to be having problems selling a new product that your organization has recently developed and launched. You have realized that this problem is significant in reducing the problem. A comprehensive training programme is necessary.

(a) Using the case study, List and explain the steps you would take to conduct and evaluate the programme. **(20 marks)**

(b) Explain a balance scorecard and List four focus areas in the balance business scorecard. **(4 marks)**

QUESTION 2

(25 Marks)

(a) Explain the roles of the six stakeholders that are involved in the implementation of the Training and Development programme. **(12 Marks)**

(b) To effectively market the Training and Development programmes, a comprehensive marketing strategy is a must if all the staff is to be sensitized on the benefits that accrue from the training and development programmes. There are six steps that can be applied in marketing of the training and development programmes.

List and explain the six steps that can be applied in marketing of the training and development programmes. **(12 Marks)**

(c) Name any factor that you could consider when defining the target group. **(1 Mark)**

QUESTION 3

Critically discuss the four levels of Kirkpatrick's Model. (25 marks)

END OF PAPER