

**DIPLOMA**  
**July – December**



**Sessional Examination**  
**HD 121 Human Resources Development**

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**BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING**

**DIPLOMA IN HUMAN RESOURCES MANAGEMENT**

**HUMAN RESOURCES DEVELOPMENT**

**HD 121**

**Sessional Examination**

**Marks – 100**

**Time Allowed: 3 hours**

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**Instructions to candidates:**

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 in grammatical English.

SECTION A: MULTIPLE CHOICE QUESTIONS

[20 MARKS]

Answer all questions by choosing the best alternative answer.

1. \_\_\_\_\_ refers to the learning opportunities designed to help employees grow.
  - A. Training
  - B. Development
  - C. Education
  - D. All of the above
  
2. How does training and development offer competitive advantage to an organisation?
  - A. Removing performance deficiencies
  - B. Deficiency is caused by a lack of ability
  - C. Individuals have the aptitude and motivation to learn
  - D. None of the above
  
3. Which of the following is a benefit of employee training?
  - A. Increases one's salary
  - B. Helps people identify with organisational goals
  - C. Provides a good climate for learning, growth and co - ordination
  - D. None of the above
  
4. \_\_\_\_\_ is the benefit of training to an individual?
  - A. Reduced turnover
  - B. Aids in increasing productivity and/ or quality of work
  - C. Satisfies personal needs of the trainer
  - D. None of the above
  
5. \_\_\_\_\_ is a step in training and development process.
  - A. KSA deficiency
  - B. Task assessment
  - C. Training
  - D. Evaluation

6. Which of the following is true about focus group method in training needs assessment?
- A. Employees are assured of confidentiality
  - B. It is cheap
  - C. It is expensive
  - D. It saves time
7. \_\_\_\_\_ seeks to examine the goals of the organisation and the trends that are likely to affect these goals.
- A. Organisational Support
  - B. Organisational analysis
  - C. Person analysis
  - D. Key skill abilities analysis
8. Which of these is the benefit of needs assessment?
- A. Assessment makes training department more accountable
  - B. Higher training costs
  - C. Loss of business
  - D. Increased overtime working
9. The interaction style that refers to learners expecting the trainer to be primarily responsible for the learning that occurs is \_\_\_\_\_.
- A. Collaboration
  - B. Dependence
  - C. Independence
  - D. Interdependence

10. \_\_\_\_\_ is an off - the - job training method.

- A. Television
- B. Job rotation
- C. Orientation training
- D. Coaching

11. The motivational component of self-efficacy is \_\_\_\_\_.

- A. When a person believes they can manipulate their environment and control their fate.
- B. When a person believes they can learn the knowledge and skills and do the job.
- C. The ability to use fine motor skills.
- D. When a person blames other people for their own failures.

12. \_\_\_\_\_ is a learning principle?

- A. Recognition of individual differences
- B. Schedules of learning
- C. Transfer of learning
- D. All of the above

13. \_\_\_\_\_ is a technique of evaluation?

- A. Longitudinal or time - series analysis
- B. Transfer validity
- C. Inter - organisational validity
- D. None of the above

14. \_\_\_\_\_ is a hindrance to effective training.
- A. Career planning workshop
  - B. Aggregate spending on training is inadequate
  - C. Mentoring
  - D. Career counseling
15. \_\_\_\_\_ is an essential feature of Total Quality Management.
- A. Creation of customer centric mentality
  - B. Jobs are performed in relation to data
  - C. An ordinary scale can represent the levels of difficulty required in dealing with data and people
  - D. None of the above
16. \_\_\_\_\_ involves conscious efforts to organise tasks, duties and responsibilities into a unit of work to achieve certain objectives.
- A. Training needs analysis
  - B. Job design
  - C. Job analysis
  - D. None of the above
17. Which of the following factors can affect the process of job design?
- A. Organisational factors
  - B. Environmental factors
  - C. Behavioural factors
  - D. All of the above



18. \_\_\_\_\_ is an organisational factor that affects the process of job design.
- A. Social and cultural expectations
  - B. Ergonomics
  - C. Feedback
  - D. None of the above
19. The diagnostic process of needs assessment often starts with \_\_\_\_\_.
- A. Job analysis
  - B. Gap analysis
  - C. Becoming aware of the problem
  - D. Organisational audit
20. The following are categories of feedback except \_\_\_\_\_.
- A. Interpretive
  - B. Supportive
  - C. Understanding
  - D. Timely

**SECTION B: TRUE/FALSE QUESTIONS**

**[10 MARKS]**

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

1. Human resource management engages in attracting and retaining employees to ensure performance levels.
2. Human resources is one of the most important factors of organisational resources.
3. XYZ Company estimates the qualifications of current employees along with the qualifications of the available workers in the external job market. XYZ is making a demand forecast.
4. Personality tests assess the degree to which job applicants have the necessary skills for successful job performance.
5. The activities in which managers engage in order to create a pool of qualified candidates for a position are known collectively as the selection process.
6. A realistic job preview identifies the tasks, duties, and responsibilities that make up a job.
7. Performance assessment evaluates which employees need training and development, what type of skills or knowledge they need to acquire?
8. The process by which managers' share performance appraisal information with their subordinates is known as performance feedback.
9. Feedback from a performance appraisal system can serve a developmental purpose for employees.
10. An informal appraisal is unscheduled to check on progress and areas for improvement.

**SECTION C –SHORT ANSWER QUESTIONS**

**[30 MARKS]**

**Answer all questions.**

1. Define the following terms:

- i. Training (2 marks)
- ii. Education (2 marks)
- iii. Development (2 marks)

2. List any five (5) contents of a training management plan. (5 marks)

3. Describe the roles of the following people during learning:

- a. Managers (5 marks)
- b. The learner/employee (5 marks)

4. Describe the three levels at which needs analysis should occur. (9 marks)

**SECTION D- ESSAY TYPE QUESTIONS.**

**[40 MARKS]**

**Answer any two questions from this section.**

**Question 1**

Learning principles happen to be the guidelines to the ways in which people learn most effectively. Outline five (5) off the job learning principles that apply equally to domestic and international institutions. **(20 marks)**

**Question 2**

With relevant examples, discuss four types of evaluations considered under Kirkpatrick's Framework and how each could be measured. **(20 marks)**

**Question 3**

The policy for training and development of an organisation is influenced by a number of variables. Identify and discuss any four of such variables. **(20 marks)**

***END OF THE PAPER!***