

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

DIPLOMA IN HUMAN RESOURCE MANAGEMENT

HUMAN RESOURCE DEVELOPMENT

HD 101

ASSIGNMENT

Marks – 100

Instructions:

1. Answer **all questions**
2. Begin each answer to a new question on a new page.
3. Write legibly in grammatical English.
4. Use examples where possible to support your explanations.

SECTION A

25 MARKS

Choose one alternative that best answers the question

1. _____ can be considered as a system at its own level or as a subsystem when it is considered as a subsystem of Human Resource Management system.
 - A. Human resource management system
 - B. Career planning and development
 - C. Human resource development
 - D. Development competencies

2. Which of the following is not a part of Human resource development process?
 - A. Existential process.
 - B. Coping process.
 - C. Collaborative process.
 - D. Selection process

3. _____ is a relatively enduring change in behaviour brought about as a consequence of experience.
 - A. Development
 - B. Culture
 - C. Learning
 - D. Coaching

4. Which of the following excludes the steps of learning organisation?
 - A. Commitment of top management
 - B. Sharing of commitment and creation of vision
 - C. new techniques /structures/processes
 - D. Preliminary interview

5. _____ sharing involves communication and distribution of knowledge organisation wide.
- A. Knowledge
 - B. Information
 - C. Role
 - D. Career development
6. Individual career development stages are not critical with the following matter.
- A. Exploration
 - B. Establishment
 - C. Exploration
 - D. Administration
7. _____ stage is marked by a continuous improvement in performance, leveling off in performance, or the beginning of deterioration of performance depending on the nature of the individual and the organisation.
- A. Late career
 - B. Establishment
 - C. Exploration
 - D. Mid career
8. _____ refers to coming into another's place or position which has fallen vacant or likely to fall vacant in future.
- A. Human resource planning
 - B. Replacement planning
 - C. Succession planning
 - D. Development planning

9. _____ is all those activities and programmes when recognised and controlled, have substantial influence in changing the capacity of individual to perform his assignment better and in doing so are likely to increase his or her potential for future assignment.
- A. Management development
 - B. Organisation change
 - C. Career development
 - D. Organisation culture
10. Which one of the following is not an aspect of organisation training and development programme?
- A. Training and development objective
 - B. Basis of training and development
 - C. Budgeting
 - D. Participative counseling
11. When managers need to determine which employees are available for promotion or transfer, they will use _____.
- A. Computerised information system
 - B. Replacement charts
 - C. Qualification inventories
 - D. Trend records
12. Which of the following skills is not needed by trainers in coaching?
- A. Compassion
 - B. Questioning
 - C. Segregation
 - D. Spontaneity

13. The following are the yields of the learning outcomes excluding _____.
- A. Attitudes skills knowledge
 - B. Skill
 - C. Knowledge
 - D. Appraisal
14. The following stakeholders must be included while formulating the organisation's training policy excluding _____.
- A. Senior management
 - B. Line management
 - C. Government
 - D. Participants
15. Which of the following specifically indicates that training, development and education complement each other as an integrative process?
- A. Dependent
 - B. Independent
 - C. Intermittent
 - D. Segregated
16. Which of the following questions could be asked while evaluating the career plan?
- A. Was the classification of the existing employees correct?
 - B. Is there any employee unsuitable for his job?
 - C. Is the job description proper?
 - D. All of the above
17. Which of the following does not include objectives of job evaluation?
- A. Wage and salary fixation
 - B. Restructuring job hierarchy
 - C. Overcoming anomalies
 - D. Social responsibility

18. Pre –requisite for performance counseling should not take into consideration the following.
- A. Organisational culture for performance for performance improvement
 - B. Continuous desire for learning
 - C. Focus on work – related behaviour
 - D. Replacement planning
19. Which one of the following measures does not make succession planning effective in an organisation?
- A. Involvement of supervisory Board
 - B. Procedural Consistency
 - C. Use of trade union
 - D. External benchmarking
20. Evolution of training and development is traced back to _____.
- A. The 19th century
 - B. 1980
 - C. 1945
 - D. 2000
21. _____ will be responsible for the performance monitoring and motivation of staff in their respective division's departments units.
- A. Management committee
 - B. Human resource manager
 - C. Supervisor
 - D. Staff development committee
22. _____ is the key player in the transfer of the training process.
- A. Training officers
 - B. Managers
 - C. Employee

- D. Organisation
23. When a company decides on how to fill top executive positions, the process is called _____.
- A. Testing
 - B. Induction
 - C. Succession Planning
 - D. Employment planning
24. The following are needs assessment techniques except _____.
- A. Observation
 - B. Consultations
 - C. Service
 - D. Questionnaires
25. Which one of the following factors does not influence job satisfaction?
- A. Quality of work life
 - B. Comprehensive model of enrichment
 - C. Narrow organisational approaches
 - D. The nature of technology

SECTION B:

(10 Marks)

State whether the following statements are true or false.

1. Training and development differ from each other in terms of their objectives and consequently in terms of their contents.
2. Mentoring is a technique for human resource development which has entered the business field quite recently but it has been in practice in ancient world.
3. Conceptual skills are concerned with what is done.
4. Development is concerned with imparting and developing specific skills for a particular purpose.

5. Evaluating of training and development is the first stage in training and development activities
6. Sensitivity training focuses on a small group with the number of members ranging from ten to twelve.
7. A case may be presented either in structured form or in unstructured form.
8. Development involves a broader education for short term purpose.
9. It is not critical for the intended target group to be involved in the formulation of training objective.
10. The training objective does not promote effectiveness and efficiency at all the stages of training or learning process.

SECTION C

15 MARKS

1. Discuss the differences between Career Planning and Manpower Planning.
(6 marks)
2. Explain any three factors, which can contribute to a successful Career Planning in your organisation?
(9 marks)

SECTION D:

Read The Case Studies From This Section And Answer The Questions That Follow

QUESTION 1

RANK AND YANK:

Imagine you're the Vice president of human resources for a fortune 100 companies. You have spent your entire career attempting to enhance the workplace for employees to support their productive work in the organisation. While you understand that bottom line decisions often dominate many of the matters you have to address, you have worked hard to ensure that employees were treated with respect and dignity in all interactions that affect them. You aligned the hiring process to serve the strategic needs of the organisation, as well as implementing an effective performance management. You truly believe in the process you've made in helping the organisation achieve its goals. You simply couldn't imagine doing things differently. But outside pressure could change all that. It was such pressures that have led

upward of 20 percent of all large organisations to adjust their performance management process to what is frequently called rank and yank.

Under such a system, managers are evaluated as a 1, 2, 3 or 4, with 1 being the highest rating and 4 the lowest. In many cases, managers are required to give a 4 rating to the lowest 10 percent of employees each year. Those individuals a rating of 4 for two consecutive years are often severed from organisation. The intent behind this system is that throughout the two – year process, evaluators are to meet frequently with the 4 employees, counseling them, and providing necessary development opportunities.

Employees in organisations that employ such a performance management system often view such a process as unbearable. They view the performance management process as punitive, one in which the organisation is attempting to rid itself of higher – paid older workers. In at least one case, Ford Motor Company employees have filed a lawsuit to stop this practice – and prevailed. Ford removed the punitive nature of its evaluation system – and focused it more on counseling and performance improvement rather than elimination from the organisation.

What long-term effect does performance management system that focuses on rank and yank have on the organisation? Only time will tell. One thing we do know, however, is that since the performance management system was eliminated at ford, nearly 5000 managers were laid off; One has to wonder if there is any connection between the two.

Questions

- a) Describe the type of evaluation process which you might used in this case and support your position. **(7Marks)**
- b) Discuss the positive or negative effect if any which Rank and Yank evaluation systems have on managers? **(7 Marks)**
- c) What role does Rank and Yank system have in distorting performance appraisal? **(4 marks)**
- d) Explain similarities between the “revised “performance evaluation system and layoffs? **(7 Marks)**

QUESTION 2

Empowerment is any process that provides greater autonomy through the sharing of relevant information and the provision of control over factors affecting job performance, which is a factor in both organisation and individual development. As a newly appointed Assistant Human Officer, you have been delegated responsibility to come up with an effective empowerment process and convince the employees how it is beneficial to them individually and the organisation by improving productivity.

- a) Suggest and discuss the necessary steps you will apply to implement the empowerment process in your organization **(10 Marks?)**
- b) Describe the principles you will follow to ensure gradual empowerment of employees? **(9Marks)**
- c) Explain the kind of resistance you would anticipate from employees and other departmental heads when implementing empowerment process? **(6 marks)**

END OF PAPER