BSc (Hons) Human Resource Management & Diploma in Human Resource Management
Cohort: BHRM/14B/13B/FT/PT & DHRM/13/PT
Examinations for Academic Year 2015 – 2016
Semester II / Academic Year 2016 Semester I

MODULE: HUMAN RESOURCE DEVELOPMENT
MODULE CODE: HRMT 2108
Duration: 2 Hours 20 Minutes

Instructions to Candidates:
1. This question paper consists of both Section A and Section B.
2. Section A is compulsory.
3. Answer any two questions from Section B.
4. Always start a new question on a fresh page.
5. Total Marks: 100.

This Question Paper is printed on BOTH SIDES.

This Question Paper Contains 4 questions and 5 pages.
SECTION A: COMPULSORY

QUESTION 1: (40 MARKS)

IDOM engineers a knowledge culture

IDOM, a Spanish engineering firm, has formal and detailed policies based around the individualised design of careers for its members. The purpose is to establish a general framework aimed at guiding individual learning processes and knowledge-flows among members of the company in order to promote professional excellence. The policies are based on the following basic principles:

- Any IDOM employee must maintain and permanently foster an attitude towards continuous learning and openness to new challenges.
- Promotion in the company is linked to demanding individual professional development, based on a strong capacity for learning, an urge to achieve, and a spirit of service and trust.
- Any IDOM employee must be in contact with the customer. The experience gained in the course of this relationship is the real source of learning and professional maturity.
- Professional development is the responsibility of individuals themselves, in which their superiors also participate by helping them to apply their best resources in designing a career over time, in harmony with their possibilities and opportunities.

The company, with 22 offices in Europe, South America and Africa, provides engineering services, with hundreds of employees including engineers, architects and consultants. Staff numbers and company turnover have doubled in five years and, after this spectacular growth, the business now has sights on the US and Asian markets. IDOM is owned by 200 partners, all with at least ten years’ experience in the company, who share responsibilities for the work and business performance as well as ownership.
The company has a formal knowledge management strategy, linked to its business strategy. As a knowledge intensive company that considers knowledge a strategic asset, it requires a knowledge sharing attitude in its employees. A specific department is in charge of knowledge management issues, and different information systems have been implemented to facilitate knowledge sharing. For instance, a database – the “technical library” – has been created to keep all the information and knowledge generated in each of the projects the company has developed. Criteria have been established to assess the way knowledge is shared and exploited within the organization.

The assignment of individuals to a specific job is perhaps the most important managerial task for the development of individuals in a company providing professional services. It is within the framework of the development of a specific project that the greatest possibilities of exchange of knowledge occur. Creating conditions to meet short and long-term development objectives Managers of technical and geographical areas must, among other things, show an attitude of service and co-operation, have an integrating capacity, motivate people, contribute towards the professional development of their teams, and assume a responsible role in transferring knowledge. The company’s commitment to developing its personnel includes creating conditions that address both short and long-term objectives. A tutor (who may be an immediate superior or another person) guides and observes someone who has recently joined the company. In addition, career advisers guide people in designing their career, complementing the work of their immediate boss. In fact, both adviser and boss should agree on joint action about the appropriate development of someone’s career.

In addition to other courses and training activities, IDOM employees run their own courses in spheres where they have expertise. They design and deliver training that is open to the whole company, facilitating the transmission of know-how to the organization as a whole.

Reference:
(Note: You are allowed to make assumptions on the case study provided its essence is neither changed nor undermined and that you give the rationale for these assumptions).

(a) Using evidence from the case study, make a critical analysis of the approaches used by IDOM in relations to Human Resource Development principles and activities. (20 marks)

(b) With reference to Peter Senge (1990), assess the approaches used by IDOM in transforming itself into a learning organisation. (20 marks)

SECTION B: ANSWER ANY TWO QUESTIONS

QUESTION 2: (30 MARKS)

(a) Identify three reasons why Continuous Professional Development (CPD) is important for individual employees, giving reasons for your answers. (10 marks)

(b) Describe and justify the principal components of a strategic approach to human resource development. (20 marks)

QUESTION 3: (30 MARKS)

(a) Analyse the process of a Training Needs Analysis. (15 marks)

(b) If an organisation decided to change its focus from “training and development” to “learning”, what would be the likely implications for its management development activities, and why? (15 marks)
QUESTION 4: (30 MARKS)

(a) Using examples, outline the four main individual learning styles.  (10 marks)

(b) Assess the implications of different learning styles for the effective design of a training programme for customer service staff.  (20 marks)

***END OF QUESTION PAPER***