



REFORMED CHURCH UNIVERSITY

FACULTY OF COMMERCE

**Bachelor of Commerce Honours Degree in Human Resources,
Industrial and Labour Relations Management**

Organisational Learning and Development

HHRM 407

Part 4 Semester 1 Examination

Total Marks [100]

Date: August 2016

Time: 3 Hours

INSTRUCTIONS

1. This paper has *six (6)* questions
2. Answer question *one (1)* and *any* other *three (3)*
3. Each question carries *25 marks*
4. Start each question on a new page

Read the Case Study below and answer questions that follow.

Ensuring Supportive Leadership

Leadership is seen by almost all of those concerned with organisational learning as vital in creating an organisation that plans for, encourages and values learning. The challenge facing many organisation learning specialists is to move leaders and managers from passive acceptors to passionate advocates of learning by demonstrating its tangible results and benefits (Wright 2004). One of the reasons why managers may be unwilling to support the idea of organisational learning is if they view it as a potential threat to their authority. Ultimately, learning is about organisational change and those who may feel they have potentially most to lose in any change are those with overall responsibility for the organisation.

It has also been suggested that some senior managers are suspicious of organisational learning because of the importance it attaches to process as well as product. This may help to explain the popularity of knowledge management as it appears to deal with a resource (knowledge) rather than a process (learning).

Source: Britton (2005): Organisational Learning in NGOs

1. (a) Identify and explain the major barrier to organisational learning that is suggested in the case study. (2)
- (b) With reference to the case study, examine the role of effective leadership in developing a learning organisation. (15)
- (c) With reference to the case study, discuss leadership attributes that are associated with a learning culture. (8)
2. (a) 'Organisations should develop their managers.' Discuss. (10)
- (b) Evaluate any two models of human resource development that are being used in an organisation of your choice. (15)
3. (a) With the aid of a diagram explain the stages of a personal development plan. (10)
- (b) Examine the justification of employee learning and development in an organisation. (15)
4. For effective learning to take place, certain conditions must exist in an organisation. Discuss. (25)
5. Explain principles that need to be taken into account when designing training and development programmes for adults. (25)
6. Using relevant examples, explain the characteristics of a learning organisation. (25)

End of paper