



Stamford College

School of Secretarial and Administrative Studies

DIPLOMA IN EXECUTIVE SECRETARYSHIP (Semester 4)

DES/2/4/16: HUMAN RESOURCE MANAGEMENT II

Date: 26 February 2007, Monday

Time: 2.00pm – 4.00pm

Duration: 2 Hours

Instruction to Candidates

Question 1 from Section A is compulsory. Answer TWO out of FOUR questions from Section B.

Please ensure that this examination paper contains FIVE questions on TWO printed pages before you start the examination.

Books, papers and other written materials are not allowed to be brought into the examination hall. A candidate who violates the examination rules of Stamford College or commits a malpractice will be disqualified from the examination.

Write your Examination Index Number on each page of your answer booklet.

Section A

Question 1 (Compulsory)

It used to be standard practice for some large banks and retail firms to send all new employees on a training course lasting anything from a few hours to several weeks before they were allowed into the working environment for which they had been recruited.

This is becoming less common: partly because of the costs involved and partly because the efficacy of the transfer of learning from the course to the (unseen) workplace is often brought into question. Some organisations now attempt to improve upon this by letting new recruits work in a post for two to four weeks and then sending them for off-the-job training, or by allowing “day release” for the first few weeks. This makes it easier for the new recruits to contextualise what they are taught in the classroom and to put it into practice as swiftly as possible.

- a) Define training and development. (2 marks)
 - b) Explain any FOUR off-the-job training programmes. (8 marks)
- (Total = 10 marks)

Section B

Answer any **TWO** out of **FOUR** questions.

Question 2

- a) Briefly describe any FIVE characteristics of an effective appraisal system. (10 marks)
 - b) Elaborate on any FIVE problems encountered in performance appraisal. (10 marks)
- (Total = 20 marks)

Question 3

- a) Define counselling. (4 marks)
 - b) Discuss the three basic steps of counselling process. (12 marks)
 - c) State TWO differences between directive counselling and non-directive counselling. (4 marks)
- (Total = 20 marks)

Question 4

- a) Give FIVE reasons why people avoid taking disciplinary action against their staff.
(10 marks)
- b) What are grievance procedures? Briefly explain the FOUR steps of grievance procedures.
(10 marks)
- (Total = 20 marks)

Question 5

- a) Briefly discuss any FOUR benefits of managing diversity.
(8 marks)
- b) List FOUR types of discrimination in an organisation.
(12 marks)
- (Total = 20 marks)

--- END OF PAPER ---