

IOP2605

October/November 2017

HUMAN CAPACITY DEVELOPMENT

Duration : 2 Hours

80 Marks

EXAMINERS :

FIRST :

MRS SW DYOSI

MS SE RAMASODI

SECOND :

MRS JM VENTER

Closed book examination.

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This examination question paper consists of 4 pages.

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SECTION A

Answer any two questions from this section. Each question is worth 25 marks.

QUESTION 1

Organisations want their employees to be as productive as possible and change can influence this productivity considerably. Provide a comprehensive discussion on change by referring to the following:

- (i) Define the concept of change. (5)
 - (ii) Explain the necessity of change. (5)
 - (iii) Briefly discuss Kotter's eight (8) steps for leading organisational change. (8)
 - (iv) Illustrate through a brief discussion any 7 (seven) reasons why employees fear change. Provide examples where possible. (7)
- [25]**

QUESTION 2

Critically discuss the following characteristics of self-actualisers as described by Abraham Maslow:

- (i) A general acceptance of nature, others and oneself. (5)
 - (ii) Spontaneity, simplicity and naturalness. (5)
 - (iii) Interpersonal relations. (5)
 - (iv) A democratic character. (5)
 - (v) Creativeness. (5)
- [25]**

QUESTION 3

Illustrate your understanding of building a capable organisation by referring to the following:

- (i) Discuss any ten of the general characteristics of organisations that are capable of human capacity development. (10)
- (ii) Brown and Westaway (2011) list some factors to consider when adapting an organisation to its broad environment. Provide a practical example of each of the following factors: (5)
 - a) Recognition of the need to adapt.
 - b) A belief that adaptation is possible and desirable.
 - c) The willingness to undertake adaptation.
 - d) The availability of resources necessary for the implementation of adaptation measures.
 - e) The ability to deploy resources in an appropriate way.

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- (iii) Describe the workforce characteristics of an adaptive organisation. (8)
- (iv) According to Millar et al (2012), how can leaders create a sustainable, capable organisation? (2)
- [25]**

QUESTION 4

Discuss the meaning of the following facets in lifelong learning:

- (i) Reflexivity. (10)
- (ii) Graduateness. (10)
- (iii) Employability. (5)
- [25]**
- SUB-TOTAL: [50]**

SECTION B

**Answer any three questions from this section.
All the questions have the same value (10 marks).**

QUESTION 5

Critically discuss unemployment in South Africa as depicted by Yu (2013). (10)

QUESTION 6

According to De Vries (2000), the desire for happiness is a universal human characteristic. Finding someone to love, something to do and hope for, along with striking the right balance between work and family life are some of the inherent factors that may facilitate happiness. Critically discuss these characteristics:

- (i) Finding someone to love, something to do and hope for. (5)
- (ii) Striking the right balance between work and family life. (5)
- [10]**

[TURN OVER]

QUESTION 7

Describe the five common themes that are a subset of the barriers to the adoption of e-learning according to Bhati et al (2009). (10)

QUESTION 8

Explain the five main activities of the learning organisation. (10)

QUESTION 9

An employee who strives to be a lifelong learner and who works to build his or her capacity in developing multiple skills to stay employable, has a responsibility towards self, others and the organisation. Explain the responsibilities towards:

- (i) Self. (6)
 - (ii) Others and the organisation (4)
- [10]**

Sub-Total: [30]

GRAND-TOTAL: [80]