

## INFORMATION/INSTRUCTIONS:

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- This is a closed-book assessment.
- Read the questions carefully before you answer them in your answer book.
- Answer **all** questions.
- Number your answers clearly and correctly as per the question paper.

**Read the following case study then answer the questions that follow.**

Clappers, a local retail clothing store, has asked for assistance with their training needs. Legashi and Deon agreed to meet with the client at Central-Gate Shopping Centre to discuss the possibility of future training interventions. On their arrival they were met by a delightful young energetic gentleman by the name Gys, an attorney by profession. As the head of HR, Gys impressed both Legashi and Deon with his eagerness to resolve the challenges that the well-established family-owned business was experiencing in a very competitive market. The Covid-19 Lockdown, a recent drop in sales figures and a spate of CCMA cases looming in the background has made it difficult for Gys to deal with all these challenges. The meeting with Gys revealed some interesting information. To motivate his staff and improve their performance, Gys and his team initially opted to incentivise their staff based on personal sales figures. Their noble intentions were short-lived and failed to improve performance as they had hoped. This left management feeling quite disillusioned. As a knee-jerk reaction Gys and his team resolved to rescue the situation by implementing a two-fold strategy. On the one hand, a stern punitive disciplinary approach was adopted, accompanied by an annual training intervention for area managers. These area managers would then in turn train and assess the employees based in a rigorous process based on their newly acquired knowledge and skill.

Legashi and Deon visited the store, and their first impressions can briefly be summarized as follows. The latest re-vamp of the store is impressive. A fresh new vibrant look accompanied by equally well-designed outlay of the store shelves awaits customers. Apart from the lack of suitable background music and ambient lighting the store seems to be ready to both impress and welcome its clients. What was worrying, was the presence of the staff in the store. The needs-analysis visit may have intimidated the staff. The brief from Clappers is to ensure that their current staff complement is up to the task and ready to operate.

In discussion it was agreed that a two-day, on the job training intervention of the 8 area managers would take place annually. Gys would forward the relevant Clappers learning material to Deon. The first morning would comprise a recap session based on Clappers existing customer care practices and some international best practices. Subsequent sessions would involve peer evaluation and the final assessment will be an authentic on-the-job evaluation. The plan would be to develop an assessment/evaluation tool to be used to assess the 8 area managers on the job. This tool would then in turn be used to assess the employees after their training. Everyone left after the three-hour meeting with some homework to be done to make a success of this training.

**QUESTION 1**

**[53]**

- 1.1.1 Were Deon, Legashi and Gys following a comprehensive approach in identifying Clappers' true learning need(s) during their recent meeting at the Central Gate Store? How should they have approached the needs identification process? (2)
- 1.1.2 Is the current two-pronged approach adopted by Gys, and his team going to have sustainable results for Clappers? Explain your view. (2)
- 1.1.3 Will the training intervention suggested by the service provider have the desired results for Clappers? Explain your answer. (2)
- 1.1.4 In contrast with the anticipated sporadic training interventions and punitive disciplinary approach suggested by Gys, will the establishment of a true learning organisation yield the desired results for Clappers? Argue your point. (2)
- 1.1.5 What CPD-programme would you suggest Gys attend and why? (2)
- 1.1.6 What two inherent advantages are associated with the establishment of a true sustainable learning-organisation within Clappers? (2)
- 1.1.7 Will the implementation of performance consulting & Human Performance Technology (HPT) be a viable option for Clappers? Argue your point. (5)
- 1.1.8 How will the establishment of an HRD-strategy and theory assist Clappers? (2)
- 1.2 Describe what Gys would have to do to transform Clappers into a true learning organisation by answering Questions 1.2.1 to 1.2.7
  - 1.2.1 Explain how you would sell the "learning organisation" concept to Gys and his team? (2)
  - 1.2.2 Describe any 3 (three) learning organisation characteristics that will be suitable for Clappers. (3)

1.2.3 Discuss the 9 (nine) steps Gys can follow to implement strategic learning at Clappers? (9)

1.2.4 Discuss the following two learning organisation approaches that could be adopted at Clappers.

1.2.4.1 Action learning (2)

1.2.4.2 Job rotation (2)

1.2.5 You are required to advise Gys on how to plan, formulate and implement an HRD-plan that will assist Clappers to internalize its values into the culture of the company.

Draw the table below in your answer script. In the left column provide five (5) examples of the planning and formulation of Clapper's HRD-strategy. Then on the right, provide five (5) examples of how to implement each of the five (5) planned and formulated HRD-strategies. (10)

Strategic <b>Planning and Formulation</b>	Strategic <b>Implementation</b>

1.2.6 Name and briefly discuss the 3 (three) HRD-strategy implementation design criteria to be used with the planning, formulating and implementing described in the table above. (3)

1.2.7 Discuss any 3 (three) key elements to ensure proper HRD-governance within Clappers (3)

## QUESTION 2 [6]

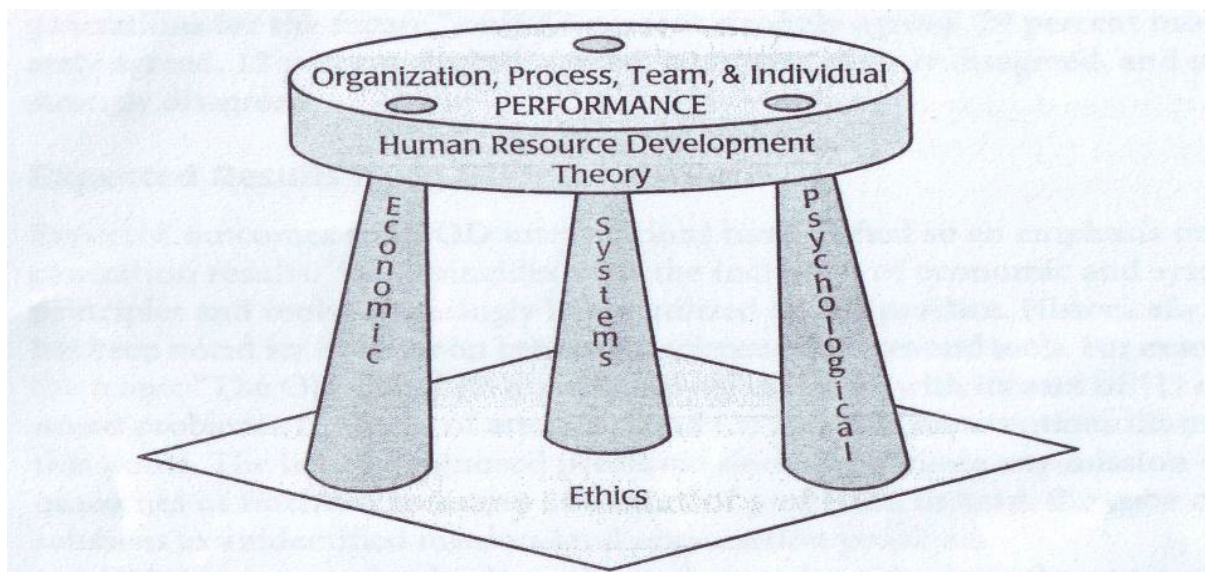
2.1 Discuss any 3 (three) 4IR (4<sup>th</sup> Industrial Revolution) changes that could have an impact on the HRD strategy formulation at Clappers. (3)

2.2 From an HRD perspective, describe any 3 (three) ways how Gys would have to deal with each of the chosen 4IR (Fourth Industrial Revolution) changes at Clappers (Question 2.1) (3)

## QUESTION 3 [9]

3.1 According to Ryan and Cooper (2010, p. 515), HRD is a theory that encompasses the efforts of employees, the organisation and its departments. Assist Gys in formulating a sustainable HRD theory for Clappers by explaining the following:

3.1.1 Explain what each of the 3 (three) component theory realms (economic, systems and psychological) entails in the formulation of a HRD theory for Clappers (3)



3.1.2 Explain the advantages of the integration of these three component theory realms to Clappers (3)

3.1.3 Discuss the effect of the successful integration of **ethics and integrity as underpinning variables** in the establishment of **discipline** within Clappers. (3)

**QUESTION 4** **[6]**

4.1 Discuss any 2 (two) international best practices for performance consultants. (2)

4.2 List and briefly discuss the 4 (four) performance consulting steps that Gys has to follow to improve performance at Clappers. (4)

**QUESTION 5** **[12]**

5.1 Based on the case study, a thorough, in-depth needs analysis is called for to establish the true learning need(s) within Clappers. Make use of a diagram to explain to Gys what the needs analysis process entails from an input, process, output perspective. (12)

**QUESTION 6** **[9]**

6.1 As an attorney in an HR position, Gys needs guidance on his career path. Briefly discuss any of his three responsibilities during the career development process. (3)

6.2 Differentiate between the 3 (three) main career development stages and briefly describe what happens at each stage (6)

**QUESTION 7** **[5]**

7.1 Explain to Gys what a CPD (Continuous Professional Development) programme entails. (3)

7.2 Provide Gys with 2 (two) advantages of a CPD programme (2)

**TOTAL 100**