



**PAN AFRICA CHRISTIAN UNIVERSITY  
SCHOOL OF LEADERSHIP, BUSINESS AND INFORMATION  
TECHNOLOGY**

**END OF SEMESTER EXAMINATION FOR THE DEGREE OF  
DOCTOR OF PHILOSOPHY IN ORGANIZATIONAL  
LEADERSHIP**

**JANUARY-APRIL 2018 SEMESTER**

**CAMPUS: ROYSAMBU**

**DEPARTMENT: LEADERSHIP**

**COURSE CODE: POLD809**

**COURSE TITLE: HUMAN RESOURCE DEVELOPMENT**

**EXAM DATE: MONDAY 9<sup>th</sup> APRIL 2018 (5:00AM-MIDNIGHT)**

**DURATION: 2 HOURS**

**INSTRUCTIONS**

- Read the instructions and questions carefully before you write the answers.
- This paper has **Five (5)** questions
- Answer question **ONE** and any other **TWO** questions

### Question One (Compulsory)

- a) Of all the organizational issues, ethical considerations are the most difficult ones to deal with. In view of contemporary Human Resource Management concerns, examine the ethical issues with which an organization that you are familiar with have to grapple. (5 marks)
- b) Should career management be the responsibility of the employee? Critically examine (5 marks)

### Question Two

Succession management is the process connected with the development of persons to fill key positions in the organization hierarchy as vacancies arise. Justify the need for succession management to a large organization (5 marks).

### Question Three

Motivation is the core of human resource management. Justify this statement in view of both intrinsic and extrinsic motivation (5 marks)

### Question Four

Many organizations are increasingly embracing the concept of performance management and finding it a suitable tool in reward management. As a newly hired human capital development director, explain to your board of directors, the concept of performance management and its application to employee compensation. (5 marks)

### Question Five

Discuss the emerging trends in training and development, citing situations in which they are most appropriate (5 marks)

**Commented [W01]:** This completely changes the emphasis. I like the idea of the "organization that they are familiar with". I would change it in the manner highlighted