Examination Period 3: 2018/19

HRM300919N

Module Title: Developing People in Organisations
Level: Six
Time Allowed: Two hours

Instructions to students:

- Enter your student number not your name on all answer books.
- Answer all questions.
- Question one carries 50% of the overall marks.
- Question two carries 50% of the overall marks.
- Begin each question in a separate answer book; label each answer book clearly with the number of the question you are answering.
- You are permitted to bring in one A4 side of hand written or printed notes into the examination room.
- Notes must be attached to your answer book at the end of the examination.
- In answering the questions, you are expected to refer to relevant theoretical concepts and frameworks.
- When referring to an academic source in your answers, you are not expected to provide full bibliographic details here. The author's name and the date of publication will be considered acceptable e.g. Senior (2002).

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Answer **all** questions.

Questions 1 and 2 **must** relate to the article below.

**Learning and Development is overlooking the value of management skills**  
Article adapted from Johnson, 2017 (cited in People Management, 2018)

It is generally agreed the quality of UK managers is below par. A recent Investors in People report found that £84bn is wasted in the UK through poor people management. Only 71 per cent of companies invest in training their managers. The word ‘invest’ is important; training managers is an investment, not a cost. The Chartered Management Institute (CMI) estimates, there are 2.4 million ‘accidental’ managers in the UK and that only one in five managers are professionally qualified. Too many managers lack the skills and knowledge to make a positive difference.

Johnson (2017) believes, management training has a profound impact on profitability and staff engagement.

Johnson (2017) argues short, online courses are the most effective approach to developing effective people managers. The Open University runs free OpenLearn online courses, on people management skills for managers. These courses run for between 3 and 12 weeks, with three-to-five hours of study per week. Learners can work when they choose and study topics ranging from ‘Management: perspectives and practice’ to ‘Managing and managing people’, ‘Managing projects through people’ and ‘Managing relationships’.

Johnson (2017) believes there is little doubt, these courses lay a solid foundation for all people managers. Learning and Development professionals should point employees in the direction of these courses. But – and it is an important but – your organisation’s culture, values and history and your executive leadership provide an important context that needs to be considered when training managers.

Questions follow overleaf
Answer both questions.

1. Define and critically analyse the learning and development approach, to developing people management skills for managers, as outlined in the article above.

   You must relate your answer to the article by Johnson (2017).

   You must relate your discussion to relevant academic theory as appropriate.

2. Identify one alternative practical and relevant development initiative, to develop effective people management skills, for managers. Evaluate and justify your choice of approach, using an identified or adapted strategy.

   You must relate your answer to the article by Johnson (2017).

   You must relate your discussion to relevant academic theory as appropriate.

End of Paper