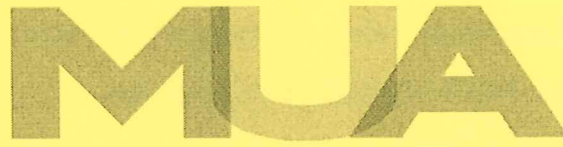


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**UNDERGRADUATE UNIVERSITY EXAMINATIONS**

**SCHOOL OF MANAGEMENT AND LEADERSHIP**

**DEGREE OF BACHELOR OF ARTS IN DEVELOPMENT STUDIES**

**BDS 319 : DEVELOPMENT PLANNING**

**DATE: 9<sup>TH</sup> DECEMBER 2022**

**DURATION: 2 HOURS**

**MAXIMUM MARKS: 70**

**INSTRUCTIONS:**

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

**QUESTION ONE**

Read the Case Study below carefully and answer the questions that follow:

**PERSONAL DEVELOPMENT PLANNING**

Personal development plans (PDPs) have evolved as a particular approach to planning career and skill development activities for individuals within employing organizations. The concept of a PDP is of a clear development action plan for an individual. It may well include some plans for formal training, but is also likely to include a wider set of development activities e.g. coaching, project working or action learning, secondment, self-study or distance learning, and developmental career moves. The other core concept in the PDP approach is that the individual takes primary responsibility for the plan. Line managers and the HR function often have a supporting role. Although the idea of personal development planning is not new, especially to those in education and training, there does seem to have been a rapid increase in the number of large organizations seeking to introduce some kind of PDP scheme. Organizations no longer feel they can take prime responsibility for the careers and development of their employees, and the PDP approach clearly puts the development ball in the employee's court.

The focus of the PDP and links with other processes A personal development plan can vary considerably in focus. A plan may concentrate purely on development needed to perform better in the current job. It may extend to development required for the next career step or longer term career options. It may take a much more holistic or person based approach, encouraging the individual to think about their personal effectiveness and life/career issues and to consider a correspondingly wider range of development needs, not restricted to those relevant to the current job. This issue of focus was very important to how the individual employees perceived their scheme. By and large employees felt more satisfied by a development planning process which takes their wider personal aspirations on board. From the employees' perspective it can be seen as a contradiction in terms to be encouraged to think about their own development in their own way, but then be told to concentrate only on their needs in relation to the current job. The processes which feed into PDPs tend to have a bearing on focus. Development centres and development programmes tend to

be 'person centered' or holistic in approach. All of the case study organisations were using PDPs as a means of securing development outcomes.

Impact The impact which the case study organisations wanted to see from personal development planning was predominantly the culture change away from the organisation owning individual development towards employees feeling they were responsible for their own development. In some cases attitudinal measures were starting to register such a shift. Other outcomes sought included a more adventurous approach to development methods, usually away from courses to more job-related approaches, including more lateral job moves. Employees and managers participating in the research were mainly enthusiastic about the PDP approach and its link with business development. In conclusion, there are some tips this study suggest to those introducing a PDP scheme: key outcomes included cultural change, need to be clear to all those involved; building this in every stage of design and implementation; it should take account of the target group and prevailing attitudes to employee development; the process used to generate plans must be realistic in terms of the target group of employees; the design of an appraisal scheme should take build in sufficient time for discussion of individual development; PDPs which focus solely on skill development for the current job will not be welcomed by many employees; those which take a broader view of the individual and their future may be more effective in encouraging flexibility and have a higher impact on employees; the PDP form itself should not be too highly structured as this will constrain the user; If the organization really wants employees to own their own development, it will have to achieve a critical balance between encouragement and control; formal use of PDPs in other processes such as selection or succession planning will affect the content and confidentiality of the plans, and therefore should be carefully considered; a PDP scheme will not sell itself or maintain itself; a planned and realistic approach to supporting the scheme is crucial. This has cost implications.

### Required

- a) Define Personal Development from the case study by giving two examples

(4 marks)

- b) According to the case study, demonstrate the focus of the PDP and how it links with other processes (6 marks)
- c) From the case study pick out ten lessons that can help you in developing your personal plans (10 marks)
- d) Illustrate your understanding of this course by sharing your future personal development plan (5 marks)

#### QUESTION TWO

- a) Describe the development planning process (6 marks)
- b) Explain how three benefits of Right Based Approach to development will assist you at workplace as you implement projects (9 marks)

#### QUESTION THREE

- a) Demonstrate five reasons for participatory planning in projects (5 marks)
- b) As a Project Manager, you will be required to involve different people in a participatory process. Describe the kind of people that should be involved in a participatory planning process and give examples in each case. (10 marks)

#### QUESTION FOUR

- a) Sustainable development is development that meets the needs of the present without compromising the ability for future generation to meet their own needs. Assess five distinct characteristics of sustainable development. (5 marks)
- b) Demonstrate how you will use the indicators of sustainable development given by United Nations to guide you in realizing sustainable development (5marks)
- c) Illustrate how you will use five elements of democratic governance in your in your development work (5marks)

#### QUESTION FIVE

- a) As a Project Manager in your county, illustrate how you would measure poverty levels and present for project planning (10marks)

- b) Given a chance to support the poor, demonstrate how you would relate social analysis to poverty (5marks)

**QUESTION SIX**

- a) Demonstrate by giving seven reason why your county needs private sector interventions (7 marks)
- b) Show the four existing private public dialogue mechanisms in Kenya (8marks)

