



Botswana Open
University

DEGREE
January - June

Sessional examination
HM222 Human Resource Management

BOTSWANA OPEN UNIVERSITY
THE VIRTUAL UNIVERSITY FOR SMALL STATES OF THE
COMMONWEALTH
(VUSSC)

**Bachelor of Business & Entrepreneurship/Bachelor of Administration-
LCM/BCom (HRM and Industrial Relations)**

Human Resource Management

HM222

Sessional Examination

Marks: 100

Time: 3 Hours

Instructions

1. This examination consists of **Four** sections: A, B, C and D
2. Begin each answer to a new question on a new page.
3. Answer questions according to instructions given in each section
4. Write answers in the answer booklet provided
5. Write in grammatical English



SECTION A –MULTIPLE CHOICE QUESTIONS

[10 marks]

Answer ALL questions. Each question carries ONE (1) mark.

Choose the best alternative answer.

1. As a/an _____ you must ensure that your workforce has the relevant qualifications, are properly trained, are placed in the correct position, are being managed effectively and are working towards your business goals.
 - A. Entrepreneur
 - B. Business Angel
 - C. Self-actualising person
 - D. Starving Officer

2. _____ addresses the people working in an organisation and tries to match the needs of an organisation with the skills and abilities of its employees.
 - A. Business entrepreneurship
 - B. Entrepreneurship
 - C. Human resource management
 - D. Business partnership firms

3. _____ are standards against which actions of an HRM department is evaluated.
 - A. Projects
 - B. Budgets
 - C. Objectives
 - D. Schedule



4. _____ can be seen as a separate function disconnected from the actual work of an organisation, providing only an administrative, rule-making and regulatory service to an organisation.
- A. Personnel management
 - B. Human resources management
 - C. Strategic human resource management
 - D. Human capital management
5. _____ is one of the many factors contributing to the growing importance of human resources management.
- A. People characteristics
 - B. Legislation and legal action
 - C. Extraversion
 - D. Introversion.
6. _____ is a set of interrelated policies, practices and programme whose goal is to attract, socialise, motivate, maintain and retain the organisation's employees.
- A. Human resource recruitment and selection
 - B. Human resource management
 - C. Human resource development
 - D. Human resource education, training and development



7. The planning, organising, leading and control of the organisation's human resources is called _____.
- A. Planning, leading, organising, and controlling
 - B. Human Resource Accounting.
 - C. Human Resource Development.
 - D. Human Resource Management Process.
8. Step 1 in developing a human resource policy is _____.
- A. Obtaining management support for the policy
 - B. Reviewing the policy
 - C. Developing and writing the policy
 - D. Gathering information.
9. The payment to an employee in return for their contribution to the organisation, that is, for doing their job is called _____.
- A. Gratuity pay
 - B. Overtime
 - C. Compensation
 - D. Merit pay
10. _____ are the two components of job analysis.
- A. Job description and Job specification
 - B. Job data and Job description
 - C. Job data and Job specification
 - D. Job data and job rotation



SECTION B –TRUE OR FALSE

[10 marks]

Answer ALL questions. Each question carries ONE (1) mark.

State whether each of the following statements is TRUE or FALSE.

1. The classic objectives of equity based compensation plans are retention, attraction of new hires and aligning employees' and shareholders' interests.
2. Coaching is a process for the transmission of knowledge, social capital, and the psychosocial support perceived by the recipient as relevant to work, career, or professional development.
3. OSH policies and programmes should not be implemented in every type of business, be it a production environment or a service environment.
4. Organisational commitment is one of the ingredients of a good safety management program.
5. The sources of many personnel problems begin with an ineffective recruitment and selection process.
6. Performance management has been criticised because it has been carried out as a bottom-up too often and largely bureaucratic system owned by the immediate supervisors or line managers of the employees rather than by the personnel department.
7. A 360-Degree feedback involves input from multiple levels within the firm and external sources as well.



8. In a result-based appraisal system, the superior and the subordinate jointly disagree on objectives for the next appraisal period.
9. Job description and job analysis are fundamental components of a job specification.
10. Human resource policies are systems of codified decisions, established by an organisation, to support administrative personnel functions, performance management, employee relations and resource planning.

SECTION C SHORT ANSWER QUESTIONS

[40 MARKS]

Answer ALL questions from this section.

1. Performance is about behaviours or what employees do, not about what employees produce or the outcomes of their work. It is common to note that in any organisation employees do not perform at the same pace. There are those who perform worse than others and those who excel. The variance in performance can be attributed to three factors. Outline these three determinants of job performance. **(9 marks)**

- Organizational goals
 - Individual
 - Recruitment
 - Selection and development
 - Training and Benefits
 - Compensation and Benefits

2. State any four uses for job analysis in training needs assessment. **(4 marks)**

- Job analysis identifies the number of employees needed, their skills, knowledge and capabilities for recruitment

3. Describe any one of the HRM processes and give any three activities involved in it. **(6 marks)**

Recruitment & Selection
 - It is used for hiring
 - Equip an organisation with capable candidates
 - Match/Aligning & Integrating individual organisation competency with and individual

4. Explain the importance of Induction. **(6 marks)**

5. Give a definition of a personality test and identify any four personality dimensions it measures. **(5 marks)**

competitive



6. Compensation and benefits is an activity that is normally managed by the Human Resource Manager. It is focused on employee compensation and benefits policy-making and management. Differentiate the following terms:
- a. Compensation and benefits. **(4 marks)**
 - b. Base pay and variable pay **(3 marks)**
 - c. Exempt job and non-exempt job **(3 marks)**

SECTION D ESSAY-TYPE QUESTIONS

[40 marks]

Question 1 is compulsory. Answer any additional question from questions 2 and 3.

QUESTION 1

(20 marks)

Read the following case and answer questions that follow.

Kenna Kelenteng is an entrepreneur who found that she can innovatively use Serowe Rural Administration Council recycled water by starting an agricultural extension society in the area. As a founding member she acquired a plot in the northern outskirts of Serowe and organised youth in the area to become members of the Society. These youth till the land to produce various staple food crops like maize, millet and sorghum as well as vegetable products like cabbage, carrots, potatoes, beans, chaumolier, pumpkins, tomatoes, lettuce and the like. The Society's mandate is to supply the supermarkets, guest houses, lodges, shops and the villagers, i.e. individual members of the community. Over its five years since its inception, the Society's membership has grown and now Ms Kelenteng has come to a conclusion that the Society needs full time staff to handle its management, administrative and operational aspects. She has been advised by her consultant colleague that she will need an HR professional to collect and analyse job data to support the several HR activities that the Society will have to undertake. She has come to know that you as a member of the management committee of the Society are also a Business student who has completed the human resource management module.



Required:

Justify job analysis to her and why the society should engage in the process.

QUESTION 2

(20 marks)

For many organisations, the main goal of an appraisal system is to improve performance. Data obtained from the performance appraisal are potentially valuable for use in many human resource functional areas. Discuss the value of appraisal data in the context of any four HR functional areas.

- Recruitment & Selection
- Training and development
- Reward and recognition.
- Performance management.

QUESTION 3

(20 marks)

Create a seven step recruitment process that should be considered in the context of the total human resource function by the Bank. Your product, while being capable of being implemented organisation-wide within the country, should pay particular attention to any relevant Botswana legislative requirements.