



**BOTSWANA COLLEGE OF DISTANCE
AND OPEN LEARNING**

**BACHELOR OF COMMERCE
(HUMAN RESOURCE MANAGEMENT & INDUSTRIAL
RELATIONS)**

Human Resources Management

HM212

Sessional Examination

Marks: 100

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. When planning for future human resources requirements, organisations base their plans on _____.
 - A. Past and present patterns in business trends
 - B. Future obituary statistics
 - C. Past and present obituary statistics
 - D. Obituary statistics of any planning period

2. Some of the external factors, which impact on human resources needs, are the _____.
 - A. Business, legume, social, economic, technological and political environment
 - B. Business, legal, social, economic, technological and political environment
 - C. Business, legume, social, economic, technological and political environment
 - D. Business, legal, social, ergonomic, technological and political environment

3. While management may have no control over the external factors, _____ are those which management controls.
 - A. PESTEL factors
 - B. PEST factors
 - C. Internal factors
 - D. PESTLE factors



4. Internal factors, which influence human resource planning, are _____.
- A. Business objectives, promotions, and transfers
 - B. Resignations, dismissals, retirements, retrenchments and deaths
 - C. All the above
 - D. None of the above
5. Employee resourcing should be done systematically through _____.
- A. Human Resource Development
 - B. Human Resource Management
 - C. Human Resource Planning
 - D. Human Resource Training and Development
6. Staffing is also known as _____.
- A. Employee forecasting
 - B. Employee productivity
 - C. Employee leveling
 - D. Employee resourcing
7. Human resources forecasting is the determination of future demand for employees with _____.
- A. Finished skills
 - B. Spent skills
 - C. Ancient skills
 - D. Specified skills.



8. In human resources forecasting, staff audits are carried out in respect of the _____.
- A. Number of employees per department, their age, gender, skills, and qualifications
 - B. Two of the above
 - C. Three of the above
 - D. None of the above.
9. Some of the features of a job description are a job _____.
- A. Title, grade, department, and position on the main
 - B. Title, grade, department, and position on the organogram
 - C. Title, grade, department, and position on the organ
 - D. All of the above
10. Recruitment involves the creation of _____ from which the organisation can draw when it needs additional employees.
- A. a pool of unavailable labour
 - B. a pool of available labour
 - C. a pool of avalanche labour
 - D. None of the above

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. Employee resourcing is defined as a process that ensures that the organisation knows and gets what it wants in terms of the people needed to run the business now and in the future.
2. Labour market analysis provides important information with regard to the type and nature of skills available.
3. Labour market analyses information that excludes data on wages, salaries and perquisites that can be used by an organisation in coming up with its manpower plan.
4. Recruitment is the development and maintenance of adequate manpower skills.
5. The human resources departments together with the heads of the respective departments produce a job description.
6. Line managers do not identify training needs in their sections or units and the human resources specialist designs training programmes and evaluate their effectiveness.
7. The personnel department provides advisory, co-ordination and secretarial services.
8. Under scientific management, time and motion studies were carried out to determine output, time taken and manpower requirements for each task.
9. In Theory X, people will pursue their own goals, which run counter to those of the organisation so they need external controls to keep them in line.



DEGREE
January - June

Sessional examination
HM212 Human Resources Management

10. Factors considered in human resources planning emanate from business needs and workers' requirements through the identification of business objectives and corporate vision and mission statement.

SECTION C SHORT ANSWERS QUESTIONS

[30 marks]

Answer all questions from this Section.

1. There are aspects, which need consideration when you set out to recruit. Identify three external factors, which have a bearing on an organisation's recruiting activities.

(3 marks)
2. Selection of employees should be done systematically and objectively. The job candidate should be carefully matched with the job and person specifications. Outline the following principles.
 - a) Physique **(3 marks)**
 - b) Attainments **(3 marks)**
 - c) Reaction to Situations **(3 marks)**
3. State the types of selection tests in current use. **(8 marks)**
4. Explain any two factors that affect reward management. **(6 marks)**
5. Define the term 'job evaluation'. **(4 marks)**



SECTION D ESSAY TYPE QUESTIONS

[50 marks]

There are three questions in this section. Answer any two questions in this Section.

Question 1

(25 marks)

Read the following case and answer questions that follow.

Agenda for Change: designing job evaluation anew

In 2016 the National Hospital Syntag (NHS), a private hospital operating across the country, started the process of moving towards a single streamlined pay structure for its entire staff except doctors and dentists by securing agreement with the recognised trade unions to pilot a scheme in 12 NHS Trusts. The new pay scales form part of a wider package of measures being introduced by the hospital under the heading 'agenda for change'. The intention is for national implementation to begin in 2018.

The new pay structure radically simplifies established NHS pay practices. Previously, the doctors, dentists, pharmacists, nurses, administrative staff, radiographers and other technical staff, as well as general hands separately engaged management for pay issues. Pay grades and notches could no longer be clearly linked to any one particular job evaluation system. Each time the hospital conceded to the demands of a specific work group, a new salary structure came into existence though not within the original Hay Guide Chart Profile Method which only exists official. In practice however, the NHS had moved away from this job evaluation system. As a result, a lot of disgruntlements were voiced over salary structures at the hospital nationwide. Instead of each professional group negotiating its own grading structure, the agenda for change approach creates a standard pay scale, which covers everyone. Six hundred and fifty different pay grades are being replaced with just 16 pay bands (two spines each with eight grades) along with harmonised terms and conditions which will apply across the whole NHS.

All existing jobs are being allocated to one of the eight new bands using a job evaluation scheme, which takes account one of five factors:

- Level of responsibility held by the job holder
- Extent of knowledge, training and experience needed to do the job
- Extent to which the job holder has freedom to act independently
- Level and type of skills deployed by the job holder
- Nature of the working environment and amount of effort required to carry out the job.

The number of incremental steps varies from band to band. Band 1 (mainly for lower-skilled ancillary and clerical roles) contains four steps, while Band 7 (specialist nurses and section managers) contains nine. Progression is mainly based on seniority, so after each completed year of service, the employee is awarded one increment and climbs a step. But two steps in each band (the second from the bottom and one higher up the scale) can only be attained if the jobholder satisfies a competency-based assessment.

Required:

- a. Analyse the existing pay structure and identify anomalies/problems.
(5 marks)
- b. Identify and discuss two job evaluation systems you think are being applied by NHS and justify your answer.
(15 marks)
- c. What factors do you think would be measured to determine the value of jobs in the hospital?
(5 marks)

Question 2

(25 marks)

The principles of accident prevention should identify and address the causal factors of accidents. This is because accidents do not just happen but are caused or created by people. Study the following case study and answer the questions that follow.

The case of the Wobbly Ladder

The accident scenario occurs at Maverick Enterprises where an employee is working while on a ladder and the ladder seems to collapse. The employee falls off the ladder and breaks arm. The investigation reveals the following details: employees had worked seven 12-hour shifts in a row. The accident happened at the end of the shift. The employee was standing on top of the step of the ladder (an unsafe action). The employee was approximately 10 feet above floor level. No fall arrest or restraint system was used. A ladder inspection policy is in place, but there is no evidence that the ladder has ever been inspected. Investigation reveals the ladder was damaged and did not provide a stable working platform in any environment. An interview with facility manager reveals that he did not inspect the ladder when it was due for inspection. He was aware that ladder needed to be inspected.

(<http://ehsdailyadvisor.blr.com/2013/01/the-case-of-the-wobbly-ladder-an-accident-investigation-case-study/#sthash.bkRWRW2a.dpuf>)

Required:

Classify the causes of accidents in the case study above into four categories, which can be a result of the employee, the employer or both. **(25 marks)**

Question 3

(25 marks)

Read the following case and answer questions that follow.

Case Study

Supporting Malebogo back to work

Regular contacts from her Fit for Work case manager helped Malebogo make a successful return to work after taking time off due to stress. Malebogo, aged 49, works as an office administrator for a real estate company in Francistown. Suffering from stress, she took an initial three weeks off work, but this turned into a lengthier sickness absence. "I was feeling extremely stressed, fatigued and emotional. I'd been off work for three weeks and was still really struggling."

Once she reached the four week absence point, her company's HR department asked if they could refer her to *Fit for Work*, to see if the service could help find a way to relieve her stress and help her back to work. "My company let me know that I was going to be called by a *Fit for Work* case manager – I was initially nervous about speaking to the case manager, as I was worried it might be an impersonal type of approach. But actually my case manager, Botshelo, was lovely and made me feel very comfortable."

Botshelo explained to Malebogo how the referral to *Fit for Work* would work and addressed any worries she had. "She explained that the service is totally voluntary and impartial, which really helped as it meant she could listen to my problems and offer neutral, unbiased advice. We discussed my stress at length, but we also discussed other things like how my job was affecting my stress levels and any other obstacles which were preventing me going back to work."

Working together, Malebogo and Botshelo drew up a Return to Work Plan to help Malebogo find a suitable route back to work. "I shared my Return to Work Plan with my HR department. It helped them understand the stress I was struggling with and made it much easier for me to return to work, knowing that there was clear guidance about my return. Even after I returned to work Botshelo was still there for me when I needed her."



She provided me with lots of useful information and websites to visit which has given me an added sense of support – I don't feel as though I'm doing this alone."

"I found being referred to *Fit for Work* a really empowering experience – it enabled me to express how I was feeling properly. I was finding it hard to even think about going back to work, but having Botshelo's guidance meant that I felt empowered to discuss the issues I was facing with my employer. Having Botshelo's support made all the difference in the world."

Required:

a. Formulate the strategies you think the *Fit for Work* case manager might have addressed with Malebogo that enabled her to cope effectively with her stress.

(16 marks)

b. Discuss the top three ranked life event stressors that Malebogo could have suffered as indicated in Holmes and Rahe stress rating scale.

(9 marks)