



Botswana Open  
University

**DEGREE**  
**January - June**

**Sessional Examination**  
**HM212 Human Resources Management**

---

**BOTSWANA OPEN UNIVERSITY**

**BACHELOR OF COMMERCE**

**(HUMAN RESOURCE MANAGEMENT & INDUSTRIAL  
RELATIONS)**

**Human Resources Management**

**HM212**

**Sessional Examination**

**Marks: 100**

---

**Instructions**

1. This assignment is based on material covered in the course module
2. This assignment consists of **Four** sections: A, B, C and D
3. Answer questions according to instructions given in each section
4. Write in grammatical English



Botswana Open  
University

**DEGREE**  
**January - June**

**Sessional Examination**  
**HM212 Human Resources Management**

---

**SECTION A – MULTIPLE CHOICE QUESTIONS**

**[10 marks]**

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

**Choose the best alternative answer.**

1. \_\_\_\_\_ means that the HR department has to serve the interests of the organisation and at the same time has to provide adequately for the needs of the employees.
  - A. The position of human resources in organisations
  - B. Human resources consultants management
  - C. More human resources executives
  - D. The dual purpose of personnel management.
  
2. \_\_\_\_\_ that influence human resource planning are business objectives, promotions, transfers, resignations, dismissals, retirements, retrenchments and deaths.
  - A. Internal factors
  - B. External factors
  - C. Legal and social factors
  - D. Legal and economic factors
  
3. \_\_\_\_\_ is the determination of future demand for employees with specified skills.
  - A. Human resources forecasting
  - B. Human resources planning
  - C. Labour market analysis
  - D. Staff Recruitment



Botswana Open  
University

**DEGREE**  
**January - June**

**Sessional Examination**  
**HM212 Human Resources Management**

---

4. The types of selection tests in current use exclude \_\_\_\_\_.
- A. Reference checks
  - B. Health and fitness tests
  - C. Trade tests
  - D. Psychometric testing
5. Work can be made more meaningful through the following ways \_\_\_\_\_.
- A. Job rotation, job engulfment, job enrichment, and delegation.
  - B. Job rotation, job enlargement, job enrichment, and delegation.
  - C. Job rotation, job enlargement, job enrichment, and relegation.
  - D. Job rotation, job enlargement, job enlistment, and delegation.
6. Some of the factors affecting reward management are \_\_\_\_\_.
- A. Prevailing utilities, ability to pay, cost of living adjustment
  - B. Prevailing wages, ability to pay, cost of living adjustment
  - C. Prevailing wages, inability to pay, cost of living adjustment
  - D. Prevailing wages, ability to pay, cost of living adjournment
7. "Job factors" is a term synonymous with \_\_\_\_\_.
- A. Unsafe conditions
  - B. Human error or personal factors
  - C. Lack of control by management
  - D. None of the Above



Botswana Open  
University

**DEGREE**  
**January - June**

**Sessional Examination**  
**HM212 Human Resources Management**

---

8. Which of the following statements is true about vertical pay dispersion?
- A. It is an element of remuneration given in addition to various forms of cash
  - B. It addresses the psychological and physiological needs of employees.
  - C. It sends a signal that the lower-paid, lower-level people matter comparatively less.
  - D. Employers consciously use it to create and consolidate the required skills base.
9. \_\_\_\_\_ is when representatives of the employees and employers meet to rank jobs and allocate monetary values to the job guided by the criteria peculiar to that job evaluation system.
- A. Job evaluation
  - B. Job ranking
  - C. Job analysis
  - D. Job assessment
10. A \_\_\_\_\_ comprises the basic salary/wage paid, incentive bonuses and other premium payments and fringe benefits.
- A. Net pay package.
  - B. Gross pay.
  - C. Salary Structure.
  - D. Total pay package.



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.

- T 1. Responsive training evaluation focuses on the concerns of the parties involved, adaptation to changing conditions or new information and is concerned with portrayal than measurement.
- T 2. Mentors are experienced people within an organisation who act as a 'grandparent/friend' and provide assistance through advice and passing on experience and knowledge to help an employee's development.
- F 3. Where there are mechanisms in place to resolve disputes, this creates room for the emergence of destructive organisational conflict.
- T 4. An organisation might consciously decide to have wages and salaries compressed both vertically and horizontally to foster values of team spirit and team effort.
- F 5. Dispositional optimism refers to rudeness for example, maybe a sign of coping with stress and an indication that all is not well.
- F 6. Tripartism in industrial relations refers to the relationship that exists between the government, ILO, and the trade unions.
- T 7. Both minor and major accidents should be investigated so that future preventive measures are taken.
- F 8. An agreement over wages/salary percentage increases is one of the causes of collective job action.
- T 9. Dirty floors and dirty water can give rise to respiratory diseases like tuberculosis.



- F 10. Employees without a high degree of safety consciousness will protect not only their individual interests but of the organisation as well.

**SECTION C SHORT ANSWERS QUESTIONS [40 marks]**

**Answer all questions from this Section.**

1. Give five advantages of a reward management policy. **(5 marks)**
2. Describe the following leadership styles:
  - a. Benevolent management. **(3 marks)**
  - b. Laissez-faire management. **(3 marks)**
  - c. Charismatic management. **(3 marks)**
3. Write brief notes on:
  - a) Job description **(4 marks)**
  - b) Job specification **(4 marks)**
4. State what you understand by the terms psychometric testing and trade testing. **(7 marks)**
5. List the factors that attract people to work. **(4 marks)**
6. Outline the materials analysis method. **(5 marks)**
7. Name the two types of training evaluation. **(2 marks)**

*reduce if about Lm*  
*job attrite*  
*job OP*

*future job*

*preordinate*  
*responsive evaluation*

*Lack skill*  
*money*  
*style of mgmt*  
*healthy conditions*  
*society and welfare*



Botswana Open University

avoidance  
hardness  
dispositional optimism

DEGREE  
January - June

Sessional Examination  
HM212 Human Resources Management

**SECTION D ESSAY TYPE QUESTIONS**

**[40 marks]**

**There are three questions in this section. Question one is compulsory, answer any one additional question from questions 2 and 3.**

**Question 1**

**(20 marks)**

**Read the following case and answer questions that follow.**

In the UK, the Health and Safety Executive has estimated that work-related stress costs society around £3.8bn a year. Approximately 12.8 million working days have been lost due to stress, depression and anxiety in one year alone when 530 000 people reported that they were suffering from work-related stress at a level that was making them ill. This has been accompanied by an increase in civil claims resulting from stress at work. Stress and the related issues of workplace bullying and harassment are issues that simply cannot be ignored.

Stress is not a disease – it is the natural reaction to excessive pressure. It can be defined as the reaction that people have when they are unable to cope with excessive pressures and demands. Stress can lead to an improved performance but is not generally a good thing as it is likely to lead to both physical and mental ill-health, such as high blood pressure, peptic ulcers, skin disorders and depression.

low salary      working condition      polite  
rude manager

**Required:**

- a. Discuss any four sources of stress within the organisation. **(4 marks)**
- b. Suggest any four strategies for coping with stress in organisations. **(16 marks)**

~~context~~ counselling

confrontation

*recreation*



*sick leave  
safety and welfare  
health cond*

**DEGREE**  
**January - June**

**Sessional Examination**  
**HM212 Human Resources Management**

---

**Question 2**

**(20 marks)**

**Read the following case and answer question that follows.**

The psychologist Fredrick Herzberg asked some question in the 1950s and 60s as a means of understanding employee satisfaction. He set out to determine the effect of attitude on motivation, by asking people to describe situations where they felt really good, and really bad, about their jobs. What he found was that people who felt good about their jobs gave very different responses from the people who felt bad. These results form the basis of Herzberg's Two Factor Theory.

**Required:**

Expand the basic proposition of Herzberg's Two-factor theory.

**Question 3**

**(20 marks)**

**Read the following case and answer question that follows.**

Job evaluation is, "a means of measuring jobs relative to other jobs within the organisation, rating and ranking them and grouping them according to similar criteria in terms of job evaluation system used". It is the process of determining the worth of one job in relation to another. It is of utmost importance to note that job evaluation does not automatically lead to an increase in wages and salaries. In some instances, there may well be a decrease in wages and salaries.

Discuss the benefits accruing from Job evaluation.

*working cond*

*appraisal*

*resp  
challe.*