BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

In collaboration with

ZIMBABWE OPEN UNIVERSITY

Supplementary Examination 2008

Human Resources Management

TIME: 3 hours **MARKS: 100**

Instructions:

1. Write your name, centre and candidate numbers on the booklet
2. This paper consists of **three (3)** Sections, **A, B and C.**
3. Answer the questions in each section according to the instructions given at the beginning of each section
4. Answers should be written in the booklet provided
5. Start your answer to each question on a separate sheet of answer paper

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SECTION A: SHORT ANSWER QUESTIONS [40 MARKS]

Answer ALL questions in this section

Question 1

Briefly explain the relevance of the following HRM sub-disciplines to an HRM practitioner:

(a) psychology

(b) sociology

(c) empowerment [6 marks]

Question 2

Describe **any two factors** that influence employees' preference of an organisation.

[4 marks]

Question 3

Briefly justify why an HR Manager should have knowledge of the concept of personality attributes. [2 marks]

Question 4

Briefly distinguish between the coercive and calculative psychological contracts.

[4 marks]

Question 5

Identify and briefly justify **any two** approaches to internal staffing.

[6 marks]

Question 6

Briefly explain how the following external factors influence recruitment in an organisation;

(a) labour market conditions

(b) government and trade union legislation [4 marks]

Question 7

Distinguish between paired and panel interviews in employee selection. [4 marks]

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Question 8

Give **any two reasons** why employee induction is an important phase in organisational staffing. [2 marks]

Question 9

Briefly distinguish between job description and job specification. [4 marks]

Question 10

Explain performance management from both an employee perspective and an organisation's perspective. [4 marks]

SECTION B: ESSAY QUESTIONS [40 MARKS]

Answer ANY TWO questions in this section

Question 11

What is meant by the functional approach to human resources management? With an example in each case, explain the following functions of the human resources manager:

(a) service function

(b) control function

(c) advisory function [20 marks]

Question 12

Briefly justify human resources planning and why it is regarded as a process. Discuss the following phases in the human resources planning process:

(a) analysis of existing human resources

(b) demand forecasting

(c) supply forecasting

(d) human resources action plans [20 marks]

Question 13

Describe **any three** characteristics of good job analysis and identify **any three** problems inhibiting good job analysis. Explain how you would overcome these problems to ensure the success of job analysis.

[20 marks]

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SECTION C: CASE STUDY [20 MARKS]

Question 14

Read the scenario below and answer the questions that follow

Mr. Tumelo was recently deployed from the head office to one of the company's mines as the Human Resources Officer. He found the mine's performance feed back in total disarray.

Tumelo felt that the present performance feedback practices needed to be made more effective. The system which was in use was relatively simple. Once a year, supervisors would call their subordinates any time and give them their graphic rating scales for their performance over the past year. No specific information was exchanged between the supervisor and the subordinate concerning the performance behaviour, nor was there any attempt to discuss the quality of job performance, including problems or mutually seeking solutions and agreeing on a plan of action.

Following Mr. Tumelo's intervention, a memorandum issued from Head Office was circulated among the supervisors. The memorandum indicated that it had come the attention of Head Office that most merit awards, bonuses and promotions which were closely linked to the graphic scale ratings were characterised by personal biases on the part of the supervisors.
After extensive consultation on the situation, the memorandum added, it has been decided to shift to constructive performance feedback with immediate effect, replacing all present graphic ratings, and later on a new 360 degrees feedback.

Most supervisors were very uncomfortable with this arrangement. The supervisors were wondering how these new performance feedback methods would affect them. Word had also reached some of their subordinates like Gorata, who were unsure about the changes. Would this mean that the supervisors would now continuously look over their shoulders? Does it mean that graphic rating scales would no longer be liked to merit pay and promotions? How would these new performance feedback methods work? Would this mean daily meetings with their supervisors to discuss past and future performance? She kept on asking.

Like their supervisors, most employees were feeling uncomfortable as these new performance feedback methods were not known to them

Questions

(a) What is involved in graphic ratings scales as a performance feedback method? [2 marks]

(b) Give **one** reason why giving feedback to employees on how they perform in their job is important. [2 marks]

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(c) Explain what you think could be the main reason why supervisors and their subordinates were comfortable with graphic rating scales. [2 marks]

(d) Explain any **two** characteristics of a constructive feedback. [4marks]

(e) Briefly explain what is meant by 360 degrees performance feedback. [2 marks]

(f) Suggest any **two** ways of overcoming the fears held by supervisors and employees regarding the new performance feedback methods in place of graphic rating scales. [4 marks]

(g) Discuss any **two** problems which are likely to be encountered during the introduction of the new method of performance feedback. [4 marks]

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

In collaboration with

Zimbabwe Open University

Diploma in Human Resources Management

Human Resources Management

Sessional Examinations

Time: 3 hours **Marks:100**

Instructions

1. This examination paper consists of **Four Sections**: **A, B, C** and **D**
2. Answer all questions in Sections **A, B**, and **C**
3. Answer 2 questions from **Section D**
4. The total mark is **100.**
5. Answer each question according to instructions given at the beginning of each section.
6. Write legibly
7. Use examples where possible to supplement your explanations

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Section A [10 Marks]

Multiple Choice

1. The process of locating, identifying and attracting suitable applicants is called:
   A. Selection
   B. Human resource planning
   C. Job evaluation
   D. Recruitment

2. In human resource planning,_____ methods use except opinion of the managers to predict the future.
   A. Quantitative
   B. Exponential
   C. Qualitative
   D. Forecasting

3. The external factors which influence human resources planning include.
   A. Organisational culture, nature of tasks, departmental relations
   B. Human resources policies and the company mission.
   C. Trade unions, economic conditions, government rules and regulations.
   D. The technology used by the organisation

4. Job posting and job biding are examples of:
   A. Employee benefit models
   B. Internal recruitment methods
   C. Performance appraisal methods
   D. Refreshment methods

5. Taking action to meet work related objectives without being asked or required to do so is referred to as :
   A. Teamwork
   B. Motivation
   C. Initiative
   D. Encouragement

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6. _____ is the systematic collection of performance data on an individual or group derived from a number of the stakeholders on their performance.
   A. Performance management
   B. 360-degree performance feedback
   C. Performance appraisals
   D. Performance rating

7. The four external sub environment which affect human resources management are :
   A. Suppliers, competitors, Trade unions, customers.
   B. Social changes, economic changes, political status and technological changes
   C. Customers, recruitment sources, government and trade unions
   D. Distributors, advertising agents, the government economic changes.

8. _____ authority is only advisory and cannot be enforced.
   A. Staff
   B. Functional
   C. Formal
   D. Informal

9. _____ involves estimating the number of employees needed and skills required in order for the organisation to function in terms of its strategic plans:
   A. Supply forecasting
   B. Demand forecasting
   C. Training need analysis
   D. Job evaluation

10. The _____ interviews method is susceptible to personal bias and inability to guarantee fairness and equal treatment of applicants.
    A. Paired interview
    B. Panel interview
    C. One –on-one interview
    D. Series interview

Section B :[10 Marks, True/False]

1. One of Fredric Taylor's principles of scientific management is that management should develop a science for each element of the work to be done.

2. The superiors of an organisation should have knowledge of employee behavior and different personalities so as to enable them to effectively align them to the goals of the organisation.

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3. Job description and person specification are key elements of the information that must be reflected for the purpose of recruitment.

4. It is not important to consider the law when setting selection tests.

5. Induction is the introduction of new employees to the goals of the organisation. Its policies and procedures, its values the core workers as well as tasks to be performed at the equipment to be used.

6. In job analysis, validity refers to the extend to which results of an analysis are adaptable or useful in other contents.

7. The frequently changing environment with rapidly changing technology, in creased competition and fluctuating customer demands may reduce the use of job analysis, job descriptions and job specifications in future.

8. For performance management to be successful the supervisor and the subordinates should agree on what needs to be achieved.

9. Performance appraisal does not call for much involvement of supervisors.

10. One of the conflicts in performance feedback is resistance to feedback or self defense.

SECTION C [50 Marks]

1. (a) Identify the five factors that determine the personality of an individual. **(5 marks)**

(b) List the five phases involved in Human resources planning in their order. **(5 marks)**

2. Apart from the trends in the labor market there are factors, which affects the organisation's recruitment practices. Elaborate on these factors. **(10 marks)**

3. Economic recession or technological changes may necessitate the need for restructuring, outsourcing, buyouts or mergers. All these strategies result in staff surplus. How can an organisation deal with staff surplus. **(10 marks)**

4. In the organisation which you have joined as personnel officer, the Finance manager and Marketing managers are debating as to whether there are any benefits that accrue to the organisation from applying the induction process to new employees. They have asked for your contribution. Intervene in the debate and explain whether the organisation benefit or not from this process. **(10 marks)**

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5. The information gathered from job analysis may not be as good as it is supposed to be. The information may not be accurate and as well may not be stable over time. Determine the issues that affect the accuracy and stability of the information **(10 marks)**

   (i) Accuracy

   (ii) Stability

SECTION D: Essay type questions [30 MARKS]

Answer any two questions:

1. Elucidate on any five of the functions of Human Resources Management in organisations.

2. (a) Many organisations use selection interview to select the best applicant for the vacant post. Suggest any seven reasons why interviews are widely used in selection of suitable candidates. **(15 marks)**

   (b) Describe the four types of selection interviews. **(10 marks)**

3. Discuss any five major uses of job analysis. **(25 marks)**

4. Employees have several beliefs and expectations about performance management process. Briefly examine any five of these beliefs.**(10 marks)**

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BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

In collaboration with

ZIMBABWE OPEN UNIVERSITY

DIPLOMA IN HRM

SUBJECT NAME: HUMAN RESOURCES MANAGEMENT

SUBJECT CODE: D-HM- 01

SESSIONAL EXAMINATION

Duration: 3 Hours

Marks – 100

Instructions to candidates:

1. This Examination consists of sections **A, B** and **C**.
2. Answer **all questions in section A and B**.
3. **Section C**, answer any two questions.
4. Start a question on a new page.
5. Write legibly in grammatical English.
6. Use examples where possible to support your explanations.

SECTION A: 20 Marks

This section contains multi-choice question. Choose the correct answer among the choices provided.

1. Most job descriptions contain sections that cover_____
   A. Job summary
   B. Standards of performance
   C. Working conditions
   D. Job identification responsibilities
   E. All of the above
2. Which term refers to a written statement that describes the activities and responsibilities of the job?
   A. Job specification
   B. Job analysis
   C. Job report
   D. Job description
   E. Job context
3. The process of evaluating an employee's current and / or past performance relative to his / her performance standards is called_____
   A. Recruitment
   B. Employee selection
   C. Performance appraisal
   D. Organisational development
   E. Training

4. When goal setting, performance appraisal, and development are consolidated into a single, common system designed to ensure that employee performance supports a company's strategy, it is called_____.

   A. Strategic organisational development
   B. Performance management
   C. Performance appraisal
   D. Human resource management
   E. Strategic management

5. Which specific activity listed below is part of the organising function?

   A. Giving each subordinate a specific task
   B. Recruiting prospective employees
   C. Training and development employees
   D. Developing rules and procedures
   E. All of the above

6. Which basic function of management includes selecting employees, setting performance standards, and compensating employees?

   A. Planning
   B. Organising
   C. Motivating
   D. Leading
   E. Staffing

7. Human resource management is_____.
   A. The concept and techniques used to control people at work
   B. The process of organising work activities
   C. The process of identifying countries with cheaper labour costs and relocating jobs to those countries
   D. The acquiring, training, appraising, and compensating employees, and attending to their labour relations, health and safety, and fairness concerns.
   E. All of the above
8. Human resource management generally exerts_____ within the human resources department and _____ outside the human resources department
   A. Line authority; implied authority
   B. Staff authority; line authority
   C. Line authority; staff authority
   D. Functional control; specific authority
   E. Staff authority; specific authority
9. Line managers respect the knowledge human resource managers have in areas such as testing and affirmative action. Consequently, human resource managers can influence line managers through_____.
   A. Line authority
   B. Functional control
   C. Implied authority
   D. Explicitly
   E. Human capital

10. How can high potential employees be developed for future positions?
    A. Internal training
    B. Cross-functional experience
    C. Job rotation
    D. External training
    E. All of the above
11. The effectiveness of advertising for recruiting qualified applicants depends upon_____.
    A. Complimentary recruiting methods
    B. Graphical appeal
    C. Ad construction
    D. Corporate image
    E. Unemployment rate
12. Which human resource activity, viewed from a traditional focus rather than a career development focus, involves providing rewards for seniority, productivity and talent?
    A. Performance appraisal
    B. Compensation and benefits management
    C. Human resource planning
    D. Recruitment and placement
    E. Training and development

13. Sources of performance deficiencies in an employee may develop from lack of____.
    A. Training
    B. Supplies
    C. Support systems
    D. Rewards
    E. All of the above

14. When planning for employment requirements, what must be forecasted?
    A. Personnel needs
    B. Supply of inside candidates
    C. Supply of outside candidates
    D. All of the above
15. When a company decides on how to fill top executive positions, the process is called_____.
    A. Employment planning
    B. Succession planning
    C. Selection
    D. Interviewing
    E. Testing
16. When filling jobs with untrained people, the job specifications should include_____.
    A. Quality of training
    B. Length of previous service
    C. Previous job performance
    D. Physical traits
    E. All of the above

17. Which of the following will influence the method of recruitment and selection used by a company?
    A. The state of the economy
    B. The size of the organisation
    C. The type of the training programmes used by the company
    D. The possible expansion of Botswana's business in Africa

18. Which of the following is an accurate definition of recruitment?

A. The process of attempting to fill gaps that exist in the skills of the current labour force

B. The system of following someone around and noting how they perform their duties

C. The process by which companies fill the need to find new employees.

D. A statement that enshrines the fundamental objectives of the company.

19. Performance Appraisal is a primary HRM process that links employees and organisations and provides input for other processes through_____.

A. Identification, Measurement and Management

B. Assessment, Direction and Development

C. Recruitment, Selection and on boarding

D. Skill, Effort, and Responsibility

20. The systematic process of making job valuation determinations about a job based upon its content and the way in which it actually functions within the organisation is called_____.

A. Job Evaluation

B. Job Determination

C. Job Analysis

D. Job Grading

SECTION B: (30 Marks)

This section requires short answers. Answer all the questions.

QUESTION 1

Explain the uses of the following terms:

(a). Job Analysis **(5 Marks)**

(b). Job Descriptions **(5 Marks)**

(c). Job Specification **(5 Marks)**

QUESTION 2

(a). Define Human Resources Management and explain the role of Human Resource Practitioner in an organisation. **(10 Marks)**

(b). Identify and explain very briefly any five external sources of recruitment methods for an organisation. **(5 Marks)**

SECTION C: (50 Marks)

This section contains essay questions. Answer any two questions.

QUESTION 1

What do you understand by the term human resource planning? Discuss why organisations should carry out human resource planning. **(25 Marks)**

QUESTION 2

(a).Why is it important for managers to appraise subordinates' performance? Provide three reasons for performance appraisals. **(15 Marks)**

(b) Why is it important to select the right employees for a position? **(10 Marks)**

QUESTION 3

(a).Define Induction and discuss areas which should be covered in an induction programme of a new employee in an organisation. **(15 Marks)**

(b). Distinguish between line authority and staff authority. What type of authority do human resource managers have? **(10 Marks)**

END OF THE PAPER!

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

Diploma in Human Resources Management

SUBJECT NAME: Human Resources Management

SUBJECT CODE: HM 101

SESSIONAL EXAMINATION

Marks: 100

Duration: 3Hours

Instructions to candidates:

1. This exam contains ***three*** sections A, B, and C.
2. Answer **all** questions in sections A, B, and any **two** from section C.
3. Start each question on a new page.
4. Write legibly in grammatical English.
5. Use examples where possible to support your answers.

SECTION A: 15 Marks

This section contains ***15 multiple choice*** questions. Answer all the questions by choosing the correct answer from the options given.

1. _____ is a form of on-the-job training wherein an individual learns by observing others who demonstrate desirable job behaviours.

   A. Case study
   B. Work sampling
   C. Modelling
   D. Simulation

2. Deployment of which resource is difficult to master _____.

   A. Human
   B. Land
   C. Capital
   D. Natural

3. Which of the following becomes a creative factor in production?

   A. Land
   B. Capital
   C. Consumers
   D. Human resources

4. Wide range of abilities and attributes possessed by people are called as_____.

   A. Management
   B. Human resources
   C. Entrepreneur
   D. Intrapreneur

5. The main focus of human resource management revolves around_____.

A. Machine

B. Motivation

C. Money

D. Men

6. Demand for human resources and management is created by_____.

A. Shortage of labour

B. Abundance of capital

C. Consumer preferences

D. Expansion of industry

7. Quality-oriented organisation primary concern centres around_____.

A. Coordination

B. Communication

C. Human resources

D. Discipline

8. Quality goals require alignment with_____.

A. Production

B. Human resources

C. Finance

D. Purchase

9. Management function arises as a result of _____.

A. Consumer preferences

B. Abundance of capital

C. Expansion of industry

D. Shortage of labour

10. Human resource management is primarily concerned with _____.

A. Sales
B. Dimensions of people
C. External environment ✓
D. Cost discipline

11. Human resource management aims to maximise employees as well as organisational _____.

A. Effectiveness ✓
B. Economy
C. Efficiency
D. Performativity

12. Which of the following statements mostly accurately defines human resource management?

A. Human resource management contributes to business strategy and plays an important role in the implementation of business strategy
B. ✓ Human resource management seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques
C. Human resource management contributes to business strategy and plays an important role in the implementation of business strategy
D. Human resource management focuses on people as the source of competitive advantage

13. Which of the following techniques are not connected with human resource planning?

A. Succession planning
B. Management of change
C. ✓ Simple linear regression

D. Markov matrix analysis

14. Which of the following is not true of the activity known as job analysis?

A. It aims to describe the purpose of a job and the conditions under which it is performed

B. The rate of pay for the job is fixed

C. The job elements are rated in terms such as frequency of use or amount of time involved

D. Jobs are broken into elements such as information required or relations with other people

15. Which of the following is not a selection technique?

A. Interviews

B. Performance appraisal

C. Psychometric testing

D. Ability tests

SECTION B: 35 Marks

This section contains ***three*** short answer questions. Answer ***all questions*** from this section.

Question 1

a). What are the consequences of wrong choice of candidate in a recruitment process? **(5 marks)**

b).State the factors that should be considered in the selection tools for recruitment and selection **(5 marks)**

Question 2

Write short notes on the following:

a). Dejobbing **(5 marks)**

b). Job rotation **(5 marks)**

c). Job enlargement **(5 marks)**

Question 3

Define the following terms and give one examples for each term:

a). Induction **(2 marks)**

b). Training **(2 marks)**

c). Development **(2 marks)**

d). On-the-job training **(2 marks)**

e). Off-the-job training **(2marks)**

SECTION C: 50 Marks

There are ***four*** essay questions in this section. Answer any ***two*** questions from this section.

Question 1

Why should supervisors provide ongoing and frequent feedback to employees about their performance? Explain with relevant examples. **(25 marks)**

Question 2

Critically analyse the methods that a company can use to measure staff performance. **(25 marks)**

Question 3

As a human resource manager in your organisation, critically analyse the possible factors that will have effect on market labour. **(25 marks)**

Question 4

You are the Director of human resources in your organisation; explain how your organisation would handle a situation where demand for labour forecast is greater than supply. **(25 marks)**

Good Luck. End of the paper!