
BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

**IN COLLABORATION WITH
ZIMBABWE OPEN UNIVERSITY
DIPLOMA IN HUMAN RESOURCE MANAGEMENT
DIPLOMA IN BUSINESS MANAGEMENT
SUBJECT NAME: HUMAN RESOURCES MANAGEMENT
SUBJECT CODE: HM 101
SPECIAL EXAMINATION**

Marks: 100

Duration: 3 hours

Instructions to candidates:

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. Answer all questions in the answer book provided.
5. Write legibly in grammatical English.

SECTION A: [10 Marks]

This section contains ten True/False questions. Answer all questions by indicating True or False on the following statements. Each question carries one mark.

1. Career Development is an on-going and formalised effort that recognises employees as valuable organisational resources and focuses on developing them to their fullest, practical performance potential.
2. The direction phase of career development involves taking action to create and increase skills to prepare for future job opportunities.
3. Organisations should carry out human resource planning so as to meet business objectives and gain an advantage over competitors.
4. The activities of performance management include specifying the tasks and outcomes of a job that contribute to the organisation's success.
5. Job description identifies the tasks, duties, and responsibilities of a particular job.
6. One of the best methods of predicting the future success of prospective employees is to look at their past employment record.
7. Pay-for-performance systems may lead to greater productivity but lower job satisfaction.
8. Effective training can only be carried out on the job rather than off the job.
9. If the organisation has a team structure, managers need not consider individual contribution to team performance when appraising team performance.
10. A defective appraisal process can undermine even the most carefully conceived pay plan.

SECTION B: [10 Marks]

This section contains ten multiple choice questions. Answer all questions by choosing the best answer from the given alternatives. Each question carries one mark.

1. 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.

2. All of the following are phases of career development except _____.
 - A. Performance Phase
 - B. Direction Phase
 - C. Assessment Phase
 - D. Development Phase

3. Performance Appraisal is a primary HRM process that links employees and organisations and provides input for other processes through these means _____.
 - A. Identification, Measurement, Management
 - B. Assessment, Direction, Development
 - C. Recruitment, Selection, Orientation
 - D. Skill, Effort, Responsibility



4. 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 organization is called _____.
- A. Job Determination
 - B. Job Evaluation
 - C. Job Analysis
 - D. Job Grading
5. Human Resource Management function does not involve, _____.
- A. Recruitment
 - B. Selection
 - C. Cost control
 - D. Training
6. Job analysis is sometimes called the cornerstone of human resources management. Which of the following is not an objective accomplished through job analysis?
- A. Assisting managers and employees in developing performance appraisal criteria
 - B. Helping corporate trainers design the content of training programs
 - C. Facilitating compensation analysts in eliminating wage rate compression
 - D. Assisting recruiters in establishing job-relatedness of selection requirements
7. _____ is a set of simulated tasks or exercises that candidates usually assessed for managerial positions are asked to perform.
- A. An assessment centre
 - B. Reference checks
 - C. Interviews
 - D. Ability tests



8. Which one is not the specific goal of human resource management?

- A. Attracting applicants
- B. Separating employees
- C. Retaining employees
- D. Motivating employees

9. The criteria for evaluating the effectiveness and results of a corporate training programmes is established during which phase of the systems approach to training?

- A. Needs assessment
- B. Design
- C. Implementation
- D. Evaluation and transfer of training

10 _____ is the acquisition of knowledge, skills, and behaviours that improve an employee's ability to meet changes in job requirements and in customer demands.

- A. Development
- B. Selection
- C. Recruitment
- D. Training

SECTION C: [30 Marks]

There are three short answer questions in this section. Answer all questions. The marks for each question are shown in the brackets.

Question 1

(a) You are an HR employee in a small and growing company. The manager has just heard about performance management and wants to implement it in your company. Suggest strategies that she could consider to produce improvement in performance after assessing performance results.

(8 Marks)

Question 2

(a) Explain how the following HR functions can benefit from job analysis.

- i. Work redesign
- ii. Training
- iii. Performance appraisal

(6 Marks)

Question 3

(a) State any six ways that can help managers to conduct effective interviews.

(6 marks)

(b) Explain **five** main disadvantages of an organisational policy of HR succession planning.

(10 marks)

SECTION D: [50 Marks]

There are two questions in this section. Answer all the questions. Each question carries 25 marks.

Question 1

Suppose you are a human resource manager in an organisation and currently, the Top Management are contemplating retrenchment of the employees because of redundancy, however, as a specialist person, the top management has asked for your advice on how to go about it. You are required to advise Top Management on the advantages and disadvantages of ways to eliminate labour surplus and avoid labour shortage. **(25 marks)**

Question 2

One of the supervisors in a small, but growing retail shop was telling the manager that since the company is growing, they need to conduct a comprehensive workforce planning. However, the manager feels that this would be a waste of time and money. The supervisor has asked you to advise his employer about the importance of conducting comprehensive workforce planning in the organisation. What would your advice to employer entail regarding the importance of workforce planning in the organisation? **(25 marks)**

END OF THE PAPER!