

**BOTSWANA COLLEGE OF DISTANCE
AND OPEN LEARNING**

Diploma in Human Resource Management

Diploma in Business Management

Human Resource Management

HM112

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

2. Total compensation is all forms of direct and indirect compensation paid or provided to the employee in recognition of employment status and performance. All of the following are forms of direct compensation except _____.
 - A. Base pay
 - B. Variable pay
 - C. Stock benefits
 - D. Statutory benefits

3. Benefits that are required by law to be provided to all employees are called _____.
 - A. Medical benefits
 - B. Direct benefits
 - C. Statutory benefits
 - D. Indirect benefits

4. If a worker gets injured on the job while performing duties of his job, the employer is obligated to pay the expenses of the injured employee who may become unemployed under the statutory benefits of _____.
- A. Unemployment insurance
 - B. Workers compensation insurance
 - C. Medical insurance
 - D. Employers compensation insurance
5. 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 job _____.
- A. Determination
 - B. Evaluation
 - C. Analysis
 - D. Grading
6. Communications is critical to establishing and sustaining a healthy employee relations environment. In communication these processes usually occurs in which order?
- A. Communication channel, noise, sender encodes message, noise, receiver decodes messages, feedback.
 - B. Receiver decodes message, noise, sender encodes message, noise, communication channel.
 - C. Sender encodes message, communication channel, noise, receiver decodes message, feedback, and noise.
 - D. Sender decodes message, communication channel, noise, receiver encodes message, feedback, and noise.

7. The direction phase focuses the employee on determining the type of career and work that will best leverage strengths and weaknesses and a general plan for achieving those objectives. One of the ways of making a determination is through _____.
- A. Career planning workshops
 - B. Individual career counselling
 - C. Succession planning
 - D. Job shadowing
8. A corporate-wide pay plan that uses a structured formula to allocate a portion of annual company profits to employees as a contribution to a retirement arrangement or as a year-end cash payment is known as _____.
- A. Gain sharing
 - B. Profit sharing
 - C. ESOP sharing
 - D. COBRA plan
9. Management interventions that give employees multiple opportunities to correct undesirable behaviour is called _____.
- A. Regressive discipline
 - B. Positive discipline
 - C. Negative discipline
 - D. Progressive discipline



10. Effective _____ of the most appropriate employee performance dimensions is a key to the success of the performance appraisal process.
- A. Management
 - B. Measurement
 - C. Identification
 - D. Appraisal

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. Summary dismissal might take place where an employee is guilty of a serious crime regarding his employment.
2. Human resource management is a managerial function that tries to match the needs of an organisation with the skills and abilities of its employees.
3. A job description is developed after a job specification.
4. Personnel management, unlike the 'soft' version of human resource management, attaches importance to the processes of communication and participation within an employee relations system.
5. Decisions of the industrial court create case law because they set precedence.
6. The Employment Act as amended from time to time lays down minimum conditions of employment for employees, whether citizen or expatriates.
7. If the working week is five days, then the working day may not be more than eight hours.
8. Any two or more registered trade unions may amalgamate together to form a federation .
9. An employers' organisation is an association made up wholly or mainly of employers whose main aims are to regulate the relations between employers and employees or trade unions.
10. HR policies support development of organisation culture.

SECTION C SHORT ANSWER QUESTIONS

[40 marks]

Answer ALL questions from this section.

1. Clearly state eight fundamental steps of a recruitment process. **(8 marks)**
2. Differentiate between a wage and salary. **(4 marks)**
3. Explain the two major types of interviews. **(4 marks)**
4. Explain three major differences between a job description and job specification **(6 marks)**
5. Define competency based interviews. **(2 marks)**
6. Classify human resource objectives under three main headings. **(3 marks)**
7. Explain the role of unions in an organisation. **(2 marks)**
8. Differentiate between performance appraisal and performance management. **(3 marks)**
9. Define skills audit and state its purpose in an organisation. **(2 marks)**
10. Explain three main reasons every business should support occupational health and safety. **(6 marks)**

SECTION D ESSAY-TYPE QUESTIONS

[40 marks]

There are three questions in this question. Question 1 is compulsory, answer any question from question 2 and 3.

QUESTION 1

(20 marks)

Read the following case and answer questions that follow.

MEASURING PERFORMANCE VERSUS ACTION

Once upon a time there were two beekeepers that each had a bee hive. The beekeepers worked for a company called Bees, Inc. The company's customer's loved its honey and demand for the product was increasing. So Bees, Inc. assigned each beekeeper a goal for increased honey production. The beekeepers had different ideas about how to meet their goal and designed different approaches to improve the performance of their hives. Beekeeper A established a bee performance management approach that measured the number of flowers each bee visited. At considerable cost to the beekeeper, an extensive measurement system was created to count the flowers each bee visited. He also provided feedback to each bee at mid-season on his individual performance. He also created special awards for the bees who visited the most number of flowers. However, the bees were never told about the hive's goal to produce more honey so that the company could increase honey sales. Beekeeper B also established a bee performance management approach but this approach communicated to each bee the goal of the hive for increased honey production. The beekeeper and his bees measured two aspects of their performance the amount of nectar each bee brought back to the hive and the amount of honey the hive produced. The performance of each bee and the hive's overall performance were charted and posted on the hive's bulletin board for all the bees to see. The beekeeper created a few awards for the bees that gathered the most nectar. But he also established a hive incentive program that rewarded each bee in the hive based on the hive's overall honey production the more honey produced, the more recognition each bee would receive. At the end of the season, the beekeepers evaluated their approaches. Beekeeper A found that his hive had indeed increased the number of flowers visited, but the amount of honey

produced by the hive had dropped. The Queen Bee reported that because the bees were so busy trying to visit as many flowers as possible, they limited the amount of nectar they would carry so they could fly faster. Also, since only the top performers would be recognized, the bees felt they were competing against each other for awards. As a result, they would not share valuable information with each other that could have helped improve the performance of all the bees (like the location of the flower filled fields they'd spotted on the way back to the hive). As the beekeeper handed out the awards to individual bees, unhappy buzzing was heard in the background. After all was said and done, one of the high performing bees told the beekeeper that if he had known that the real goal was to make more honey, he would have worked totally differently. Beekeeper B, however, had very different results. Because each bee in his hive was focused on the hive's goal of producing more honey. This bees had concentrated their efforts on gathering more nectar in order to produce more honey than ever before. The bees worked together to determine the highest nectar yielding flowers and to create quicker processes for depositing the nectar they had gathered. They also worked together to help increase the amount of nectar gathered by the poorer performers. Queen Bee of this hive reported that the poor performers either improved their performance or transferred to hive No.1, because the hive had reached its goal. The beekeeper rewarded each bee his portion of the hive incentive. The keeper was also surprised to hear a loud, happy buzz and a jubilant flapping of wings as he rewarded the individual high- performing bees with special recognition.

Sources: There is no hope of joy in Human Relations: Antoine de Saint-Exupery

- i. From the above case study identify the objective of Bees, Inc **(2 marks)**
- ii. Compare and contrast performance management and appraisal systems of both the bee keeper A and bee keeper B outlining their downfalls of their tactics and their success factors in relation to the objective set by Bees, Inc **(10 marks)**
- iii. Many performances appraisal methods have been strictly criticised. However, many of the problems usually identified are not inherent in the method but, rather, reflect improper usage, state and explain any 4 performance appraisal methods

known to you that could have suitably been applied in the case above

(8 marks)

QUESTION 2

(20 marks)

As a human resource manager create a job advertisement for an external position of a senior human resources officer directly reporting to you.

QUESTION 3

(20 marks)

Write an essay to depict how human resources management activities are interrelated.