



Degree
July - December, 2012

Human Resources Management
HM 201

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

In collaboration with

ZIMBABWE OPEN UNIVERSITY

**Bachelor of Commerce in Human Resources Management and
Industrial Relations**

Course Name: HUMAN RESOURCES MANAGEMENT

Course Code: HM 201

SPECIAL EXAMINATION

MARKS: 100

Duration: 3 hours

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1. This examination consists of **Three** sections A, B, and C.
 2. Begin each answer to a new question on a new page.
 3. Answer according to instructions given in each section.
 4. Write answers in the booklet provided.
 5. Write in grammatical English.



SECTION A: (20 Marks)

This section contains twenty multiple choice questions. Choose the correct answer that best completes the statement.

1. This phase helps employees to choose a career that is realistically obtainable and a good fit, and to determine the weaknesses they need to overcome to achieve their career goals.

- A. Development Phase
- B. Determination Phase
- C. Assessment Phase
- D. Direction Phase

2. The major tools used for self-assessment in the assessment phase are _____ and _____.

- A. Career work, career planning
- B. Career workbooks, career planning workshops
- C. Career workbooks, career planning development
- D. Career work, career planning development

3. Self-assessment usually involves doing _____.

- A. Skills assessment exercises
- B. Completing an interests survey
- C. Clarifying Values
- D. All of the Above

4. Some of the tools used by organisations for career development are _____.

- A. Succession Planning
- B. Promotability Forecasts
- C. Psychological Testing
- D. Performance Appraisal
- E. All of the Above



5. _____ is a career development activity in which managers make decisions regarding the advancement potential of subordinates.

- A. Promotability forecasts
- B. Promotion prediction
- C. Promotion advancement
- D. Promotability planning

6. _____ is a career development activity that focuses on preparing people to fill executive positions.

- A. Career succession
- B. Development planning
- C. Career planning
- D. Succession planning

7. The two major approaches to career direction are _____ and various _____.

- A. Individual career counselling, information services
- B. Individual career development, information sharing
- C. Individual career planning, information services
- D. Individual career counselling, information sharing

8. During the Direction phase of career development, the most commonly provided information services are _____.

- A. Job-posting systems
- B. Skills inventories
- C. Career Paths
- D. Career Resource Centres



9. _____ is a system in which an organisation announces job openings to all employees on a bulletin board, in a company newsletter, or through a phone recording or computer system.

- A. Job transfer
- B. Job posting system
- C. Job mix posting
- D. Job rotation

10. _____ is a company-maintained record of employee's abilities, skills, knowledge, and education.

- A. Skills management
- B. Skills inventory
- C. Skills stock
- D. Skills bank

11. _____ provides a chart showing the possible directions and career opportunities available in an organisation; it presents the steps in a possible career and a plausible timetable for accomplishing them.

- A. Career path
- B. Career development
- C. Career planning
- D. Career opportunities

12. _____ is a collection of career development materials such as workbooks, tapes, and texts.

- A. Resource centre
- B. Development resource centre
- C. Career resource centre
- D. Career resource development



13. This phase of career development involves determining the type of career that employees want and the steps they must take to realize their career goals.

- A. Direction Phase
- B. Development Phase
- C. Determination Phase
- D. Assessment Phase

14. The _____ phase of career development involves taking actions to create and increase skills to prepare for future job opportunities and is meant to foster this growth and self-improvement.

- A. Career
- B. Development
- C. Determination
- D. Direction

15. During the development phase of career development, the most common development programmes offered by organisations are _____.

- A. Mentoring
- B. Coaching
- C. Job Rotation
- D. Tuition Assistance

16. _____ is a developmentally oriented relationship between senior and junior colleagues or peers that involves advising, role modelling, sharing contacts, and giving general support.

- A. Mentoring
- B. Coaching
- C. Job Rotation
- D. Tuition Assistance



17. _____ consists of ongoing, sometimes spontaneous, meetings between managers and their employees to discuss the employee's career goals and development.

- A. Employee Coaching
- B. Mentoring
- C. Job Rotation
- D. Tuition Assistance

18. _____ involves assigning employees to various jobs so that they acquire a wider base of skills.

- A. Mentoring
- B. Coaching
- C. Job Rotation
- D. Tuition Assistance

19. Which of the following supports the employee's education and development?

- A. Mentoring
- B. Coaching
- C. Job Rotation
- D. Tuition Assistance programmes

20. _____ means determining what areas of work the manager should be examining when measuring performance.

- A. Identification
- B. Coaching
- C. Assessment
- D. development



SECTION B: (30 Marks)

The section contains three short answer questions. Each question carries 10 marks.
Answer all questions.

QUESTION 1

Discuss the disadvantages of on-the-job training. **(10 marks)**

QUESTION 2

How can an organisation make use of Job Analysis information? **(10 marks)**

QUESTION 3

Define knowledge workers and discuss factors that can be used to motivate them.
(10 marks)



SECTION C: 50 (Marks)

This section contains three essay questions each carries 25 marks. Answer two questions only.

QUESTION 1

How can employee training and development initiatives contribute towards attainment of strategic objectives? **(25 marks)**

QUESTION 2

Analyse the factors that influence pay decisions in any organisation. **(25 marks)**

QUESTION 3

The process of human planning is necessary for a dynamic organisation. Discuss. **(25 marks)**

END OF THE PAPER!