

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

DIPLOMA IN HUMAN RESOURCES MANAGEMENT

HUMAN RESOURCES MANAGEMENT

HM 112

SESSIONAL EXAMINATION

Marks – 100

DURATION: 3 HOURS

Instructions to candidates:

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

SECTION A: Multiple choice questions. [10 Marks]

Answer all questions in this section.

1. _____ is the process of acquiring, training, appraising, and compensating employees, and attending to their labour relations, health, and safety, and fairness concerns.
 - a. Human resource Management
 - b. Labour relations
 - c. Industrial psychology
 - d. Organisational Behaviour
 - e. Organisational Health and Safety

2. Which basic function of management includes selecting employees, setting performance standards, and compensating employees?
 - a. Planning
 - b. Organising
 - c. Motivating
 - d. Leading
 - e. Staffing

3. The second step in conducting a job analysis is _____.
 - a. Deciding how to use the information
 - b. Reviewing relevant background information
 - c. Selecting representative positions
 - d. Collecting data on job activities
 - e. Developing a job description and job specification

4. Executive recruiters are also called _____.
- a. Head hunters
 - b. Staffers
 - c. Alternative staffing companies
 - d. Contract technical recruiters
 - e. All of the above
5. Which of the following could be perceived as discriminatory when asked on an employment application form?
- a. Housing status
 - b. Membership in organisations
 - c. Marital status
 - d. Arrest record
 - e. All of the above
6. During the selection process it is important to measure motivation and interpersonal skills as well as cognitive and physical abilities because non-performance is usually the result of _____.
- a. Attitude
 - b. Motivation
 - c. Temperament
 - d. All of the Above
 - e. None of the above

7. During a (n) _____ interview, a supervisor and an employee discuss the employee's performance and future actions and goals.
- Selection
 - Appraisal
 - Exit
 - Preview
 - Structural
8. Employers use _____ to ensure that employees are working toward organisational goals.
- Performance management process
 - Employee orientation program
 - Management by objectives program
 - Rewards program
 - Just-in-time system
9. Managers following a performance management approach will usually meet with employees on a _____ basis.
- Weekly
 - Monthly
 - Bi-annual
 - Yearly
 - Bi-monthly



10. Unsafe acts can be reduced through all of the following methods except _____.
- a. Job rotation
 - b. Screening
 - c. Training
 - d. Incentive programmes
 - e. Responding to employee suggestions

SECTION B: True or False questions. [10 Marks]

Answer all questions in this section.

1. Workplace accidents occur more often during night shifts than during other shifts.
2. An appraisal interview is used to make plans for new recruits as they move through the selection and training process.
3. MBO relates an employee's work goals to his or her departmental goals and to the organisational goals.
4. Employee orientation programmes range from brief, informal introductions to lengthy, formal courses.
5. Lewin's change process consists of planning, organising, leading and controlling.
6. Managers engage in three levels of strategic planning.
7. Organisations define competencies in the same way.
8. Job enlargement refers to redesigning jobs in a way that increases responsibilities and achievements.
9. The interview is the most widely used personnel selection procedure.
10. The HR Manager who recruits for a vacant position is typically the one who is responsible for supervising the performance of that position.

SECTION C: Short answer questions. [30 Marks]

Answer all the questions in this section.

QUESTION 1

With the aid of a functional chart of any HR department known to you, describe the functional approach to human resources management. **(8 Marks)**

QUESTION 2

List and briefly explain the factors for successful performance management. **(8 Marks)**

QUESTION 3

Distinguish between a job description and job specification. **(4 Marks)**

QUESTION 4

List and explain possible approaches to internal staffing. **(6 Marks)**

QUESTION 5

Define a psychological contract and explain its nature. **(4 Marks)**

SECTION D: Essay-type questions. [50 marks]

Answer any three (3) questions from this section.

QUESTION 1

Analyse any five (5) functions of human resource management in an organisation of your choice.
(20 Marks)

QUESTION 2 [compulsory] (20 Marks)

Case Study

The Government of the Republic of Botswana and the De Beers Group on 16th September 2011 reached an agreement on a new 10 year contract for the sorting, valuing and sales of Debswana's diamond production. As part of the milestone agreement, De Beers transferred its London-based rough diamond sales activity to Botswana, underpinning the long-term future of the partnership and transforming Botswana into one of the world's leading diamond trading and manufacturing hubs.

The agreement commenced from 1st January 2011 and the Diamond Trading Company (DTC) started the relocation of its sights and sales operations - including professionals, skills, equipment and technology - from London to Gaborone which completed by end of 2013.

The relocation of Diamond Trading Company headquarters to Botswana brought about the birth of many diamond cutting and sorting companies in Botswana. DimoTect Trading Company was established in 2012 by a Scottish founder as a diamond cutting and jewellery making company for export purposes. The Gaborone based company is in its budding stages hence rapidly engaged in recruitment and training of staff. In this industry, technology is highly utilized and vital as such training of employees in the use of such complex machinery is of utmost importance. Trading in Botswana, DimoTech Trading Company had to employ local based manpower as a matter of legislation considering the current high unemployment rate in the country. The ever growing inflation rate in Botswana also challenged the company to observe the minimum wage policy as well as remunerating competitively in order to attract qualified and competent staff. As a small budding company, DimoTech is faced with a challenge of attracting

manpower from the already established large competitors; however, anticipating rapid growth, the founder of the company adopted a hierarchical structure. The company employed a Human Resources Manager to deal with all HR and people policy issues in order to align them to acceptable country legislation. The HR Manager is also tasked with the responsibility of enforcing acceptable organisation culture as well as providing opportunity for equal growth and job satisfaction in order to cultivate motivated performance. The role of the HR Manager is also to manage each individual employee's performance, talent and abilities in order to build strong teams based on employees' aptitudes. After 2 years of existence, the growth of DimoTech seems to be in the right direction as the company has continued to thrive and grow as evidenced by its financial statements and manpower requirements.

- a) Discuss five (5) external environment components impacting on the operations of DimoTect Trading Company and clearly explain their impact. **(10 Marks)**

- b) Analyse five (5) internal environment components impacting on the operations of DimoTect Trading Company and clearly explain their impact. **(10 Marks)**

QUESTION 3

Critically examine performance appraisal and performance management as employees' performance improvement tool in an organisation. **(10 Marks)**

QUESTION 4

An organisation called Nyeletso Lehuma (Pty) Ltd has an opening for the post of Senior Human Resource Officer. The post has just been newly created, and by virtue of being the Human Resources Manager you have been tasked to come up with a job specification for the said position. Your task is to draft an advertisement for the said post to be placed in the media. **(10 Marks)**