



<b>FACULTY/COLLEGE</b>	College of Business and Economics
<b>SCHOOL</b>	School of Tourism & Hospitality
<b>DEPARTMENT</b>	Tourism Management
<b>CAMPUS(ES)</b>	APB
<b>MODULE NAME</b>	Human Resources Management
<b>MODULE CODE</b>	RTB22A2/TTM22A2
<b>SEMESTER</b>	1
<b>ASSESSMENT OPPORTUNITY, MONTH AND YEAR</b>	Supplementary Summative Assessment Opportunity

<b>ASSESSMENT DATE</b>	TBD	<b>SESSION</b>	TBD
<b>ASSESSOR(S)</b>	MR L MAKONI		
<b>MODERATOR(S)</b>	DR V HARILAL		
<b>DURATION</b>	120 minutes	<b>TOTAL MARKS</b>	100

<b>NUMBER OF PAGES OF QUESTION PAPER (Including cover page)</b>	5
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**INFORMATION/INSTRUCTIONS:**

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- This is a take home online assessment.
  - Answer all questions
  - Answer each question in a separate space
  - Read the questions carefully and answer only what is required.
  - Number your answers clearly and correctly as per the question paper.
  - Open a new work document and fill in your details
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**QUESTION 1: Multiple choice questions****[15 Marks]**

Various options are provided as possible answers to the following questions/statements. Choose the most correct answer and **write only the letter next to the question number** on your answer sheet. (1x15=15)

- 1.1. The following are the THREE steps in Human Resources Planning:
  - a. Getting qualified workers, training qualified workers and keeping qualified workers
  - b. Job analysis, job description and job specification
  - c. Recruitment, selection and induction
  - d. Performance appraisal, compensation and promoting
- 1.2. The process by which management systematically investigates the tasks, duties and responsibilities of a job is known as:
  - a. Job analysis
  - b. Job description
  - c. Job specification
  - d. Job rotation
- 1.3. To ensure that there is a balance between human resources supply and human resources demand, the HR managers must:
  - a. Forecast often
  - b. Recruit continuously
  - c. Train employees
  - d. Compensation
- 1.4. The process of trying to determine which individuals are best suited to fill in positions in the organisation, taking into account individual differences, is known as:
  - a. Recruitment
  - b. Selection
  - c. Placement
  - d. Induction
- 1.5. Once the job offer has been accepted, the selected individual will go under:
  - a. Placement and Induction
  - b. Selection and Placement
  - c. Recruitment and shortlisting
  - d. Training and placement
- 1.6. The business can also provision for the following to the selected individual:
  - a. Money to buy his/her new outfit for first day at work
  - b. Money for transport to the company and to settle in the new environment
  - c. Money for hosting a celebration for getting a job
  - d. Money to clear his/her current debts
- 1.7. Strategies implemented by managers to increase the employees' efficiency are part of a system known as:
  - a. Compensation

- b. Appraisal
  - c. Feedback
  - d. Training
- 1.8. A company's compensation policy leads to either a staff retention or a high staff turnover.
- 1.8.1. Staff retention means:
- a. Compensating employees
  - b. Motivating employees
  - c. Keeping employees
  - d. Rewarding employees
- 1.8.2. Staff turnover means:
- a. The rate at which employees are coming and leaving the company
  - b. The rate at which employees are complaining about their jobs
  - c. The rate at which employees are demotivated in the company
  - d. The rate at which the working environment is not conducive to the employees
- 1.9. The following is part of a company's compensation components:
- a. Holiday
  - b. Car
  - c. House
  - d. All of the above
- 1.10. During the selection process, it is important for managers to conduct these personal tests to prospective candidates:
- a. Mental and diagnostic
  - b. Mental and psychological
  - c. Psychological and diagnostic
  - d. Diagnostic, psychological and mental
- 1.11. If HR managers want to ensure that a sufficient number of applicants apply for the various jobs in the business, as and when required, they:
- a. Recruit
  - b. Internally recruit
  - c. Externally recruit
  - d. Recruit either internally or externally
- 1.12. The following needs to be put into consideration before taking steps in the recruitment process:
- a. Business objectives
  - b. Government labour laws
  - c. Employee requirements
  - d. Availability of posts
- 1.13. Who is responsible with motivating employees in a company?
- a. Managers
  - b. Managers and other employees
  - c. Managers, other employees and company clients

- d. Managers, other employees, company clients and other external stakeholders

1.14. When forecasting, managers must consider the following:

- a. Economic growth
- b. New developments in business
- c. The labour market
- d. All of the above

**QUESTION 2:**

**[10 Marks]**

Indicate whether the following statements are TRUE or FALSE: (1x10=10)

- 2.1. Employee motivation is also influenced by the general atmosphere of the company
- 2.2. HR planning often involves three steps in which a responsibility or task is investigated, insights to its contents provided and relevant required abilities detailed
- 2.3. Employee motivation is one of the major determinants for staff retention
- 2.4. Managers must always conduct a job specification before job description
- 2.5. Recruiting is done to ensure that a sufficient number of applicants apply for various jobs in the business when required
- 2.6. Employee motivation and performance appraisal are inseparable attributes that together influence the efficiency of the business
- 2.7. Job analysis includes the individual candidate's education, experience, specialized training and personal traits
- 2.8. Internal comparison is one of the ways to determine compensation
- 2.9. Observation for job analysis must be done by the line manager of an employee
- 2.10. Diagnostic tests usually involve measurement of the applicant's personality, abilities and managerial skills

**QUESTION 3:**

**[50 Marks]**

Define the following concepts:

- 3.1. Human resources planning (2)
- 3.2. Shotgun approach (2)
- 3.3. Job analysis (2)
- 3.4. Anxiety (2)
- 3.5. Grievances (2)
  
- 3.6. List the THREE phases of screening (3x3 = 9)
- 3.7. Distinguish between internal and external recruitment (2x3= 6)
- 3.8. Explain what would happen if employees are not motivated to do their job (3x3= 9)
- 3.9. Highlight four implications of content theories that attempt to explain behaviour based on the needs of employees. (4x4= 16)

**QUESTION 4:**

**[25 Marks]**

- 4.1. List the FIVE key values managers need to consider in order to attract and retain employees (5)
- 4.2. With relation to motivation, briefly explain Herzberg's two-factor theory (5x2= 10)
- 4.3. Explain Management-by-objectives (MBO) as an employee motivational strategy (5)
- 4.4. List 5 purposes of control. (5)

**TOTAL MARKS: 100**