



THE COUNCIL OF COMMUNITY COLLEGES OF JAMAICA

ASSOCIATE OF SCIENCE EXAMINATION

SEMESTER II – 2019 MAY

PROGRAMMES: ALL PROGRAMMES
COURSE NAME: INTRODUCTION TO HRM
CODE: HRMT1101
YEAR GROUP: ONE
DATE: MONDAY, 2019 MAY 6
TIME: 3:00 P.M. – 5:00 P.M.
DURATION: 2 HOURS
EXAMINATION TYPE: FINAL

This Examination Paper has 4 Pages

INSTRUCTIONS:

1. ANSWER ALL QUESTIONS FROM SECTION A
2. SECTION B CONSISTS OF FOUR (4) QUESTIONS. ANSWER ANY TWO (2)

DO NOT TURN THIS PAGE UNTIL YOU ARE TOLD TO DO SO

SECTION A

Instruction: Answer ALL question from this section in the booklet provided.

According to the 2017 National Labour Market Survey by the Planning Institute of Jamaica, the main sectors of the Jamaican economy that contain large numbers of the workforce are in the Service Industry. The Agriculture and Manufacturing sectors are not as dominant as they were in the immediate post-colonial years. There is a need to protect the workers in the emergent Service Sector. After all, the agricultural and manufacturing workers have been traditionally protected through trade unions, but there is an absence of trade unions at the Business Process Outsourcing (BPO) Companies. These BPOs are obligated to protect the rights of their workers, and therefore rely upon Human Resource Teams to troubleshoot compensation disputes and worker complaints, linked to various issues like sexual harassment and unfair dismissal.

Furthermore, with most of the BPOs emanating from the USA, there is certainly a diverse workforce. This diversity poses challenges for the seamless integration between the American workers, who tend to be in administrative positions and the Jamaican locals, who tend to proliferate at the entry level of the companies. Another challenge facing BPOs is the rapid staff turnover, which arises due to the perception of low wages. Even if Jamaica has a high youth unemployment rate that may serve to fuel a supply of active job-seekers, BPOs do undergo employee attrition. Some disgruntled employees lament that the base salary is barely above the National Minimum Wage rate and eventually leave the organisation. Performance-related bonuses do not always succeed in keeping these workers satisfied.

Despite the limitations of this sector, the dominance of BPOs as a rising area for employment growth is reflected in the 26,000 workers in this Industry, spread across 61 different companies. The BPOs have certainly expanded and offer jobs that transcend being just Customer Service Representatives. Occupations in this sector include: payroll, preparations, banking and data processing, customer relationship management, actuarial services, website and database maintenance as well as tourism management functions. The Human Resource Departments are therefore busy with finding the most suitable talent for jobs that are highly technical.

Required:

- A. With reference to the case, describe **THREE (3)** roles and responsibilities of Human Resource Teams at Business Process Outsourcing companies. ***(9 marks)***
- B. Identify **THREE (3)** Human Resource (HR) jobs that you believe are available at BPOs. ***(3 marks)***
- C. Discuss, using **FOUR (4)** points, the importance of Human Resource Management (HRM) to modern companies such as BPOs. ***(8 marks)***

(Total 20 marks)

END OF SECTION A

SECTION B

Instruction: In the booklet provided, answer any TWO (2) questions from this section.

Question 1

- A. With the aid of appropriate examples, explain **TWO (2)** training strategies. (8 marks)
- B. Differentiate between the terms training and development. (6 marks)
- C. Discuss **FOUR (4)** motivational strategies that are commonly used in organisations to stimulate workforce productivity. (16 marks)

(Total 30 marks)

Question 2

There is an ongoing need for Human Resource Managers to recruit employees to fill vacant positions.

- A. Differentiate between internal and external recruitment. (4 marks)
- B. Discuss the steps in the recruitment process. (20 marks)
- C. i. Define the term Human Resource Planning. (2 marks)
 ii. Explain **TWO (2)** objectives of the Planning Process. (4 marks)

(Total 30 marks)

Question 3

- A. Distinguish between compensation and benefits, giving **TWO (2)** example of each. (8 marks)
- B. Differentiate between direct and indirect compensation and give **THREE (3)** examples of each. (10 marks)
- C. Discuss **FOUR (4)** benefits to an organization when it offers employees an attractive compensation and benefits package. (12 marks)

(Total 30 marks)

Question 4

'Performance appraisal is fine in theory, but in practice, appraisals do not always go smoothly.'

- A. Define the term performance appraisal. (3 marks)
- B. Describe the performance appraisal process. (15 marks)
- C. Discuss **TWO (2)** uses of performance appraisal in an organization. (12 marks)

(Total 30 marks)

END OF EXAMINATION