



**THE COUNCIL OF COMMUNITY COLLEGES OF JAMAICA**

**BACHELOR OF SCIENCE EXAMINATION**

**SEMESTER II – 2019 MAY**

**PROGRAMMES:** ALL PROGRAMMES  
**COURSE NAME:** HUMAN RESOURCE MANAGEMENT  
**CODE:** HRMT3401  
**YEAR GROUP:** THREE  
**DATE:** FRIDAY, 2019 MAY 17  
**TIME:** 9:00 A.M. – 11:00 A.M.  
**DURATION:** 2 HOURS  
**EXAMINATION TYPE:** FINAL

*This Examination Paper has 5 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 questions from this section in the booklet provided.

### CASE STUDY – Zappos.com

Nothing is conventional about the online retailer Zappos, headquartered in Henderson, Nevada. Zappos started in 1999 as a struggling online shoe shop, grew to earn over \$1.6 billion in annual revenues in 2010, and was ranked 38<sup>th</sup> on *Fortune* magazine's list of One Hundred Best Companies to Work For in 2014. In 2009 Zappos became a wholly owned subsidiary of Amazon and continues to be led by its long-standing CEO Tony Hsieh.

While Zappos has expanded from selling shoes to selling a wide range of products such as clothing, handbags, houseware and jewellery, what is distinctive about Zappos is not so much its products but rather the exceptional service it provides customers. In fact, central to the guiding philosophy at Zappos is having a happy workforce of satisfied employees who actually want to come to work each day and have fun on and off the job.

Because of the importance of having happy employees, Zappos goes to great lengths to effectively manage human resources. Potential new hires are interviewed by human resources, to make sure they will work well in Zappos' culture and support its values, as well as by the department doing the hiring, to determine their suitability for the position they are interviewing for. If human resources and the hiring manager disagree in their assessments of an applicant, Hsieh interviews the applicant himself and makes the final decision.

Newly hired employees receive extensive training, and once the training is completed, they are given the opportunity to receive \$2,000 and pay for the time they spent in training if they want to quit. This way only new hires who want to stay with the company remain.

Employees receive regular job training and are also encouraged to continue to grow and develop on the job. Training and development at Zappos not only keep employees happy but also help them gain the skills and abilities needed to advance to higher-level positions in the company. All in all, careful attention to recruitment, selection, training, and development has certainly contributed to Zappos' ongoing success story.

Adapted from Gareth R. Jones and Jennifer M. George, *Contemporary Management* Ninth Edition, 2016. [www.ebook777.com](http://www.ebook777.com), 349-350. Retrieved from <https://www.studocu.com/en/document/berea-college/management/book-solutions/contemporary-management-9e-jones-george-mc-grawh-hill/3037581/view#pf17d>, March 21, 2019.

**Required:**

- A. List **FOUR (4)** factors that will influence the recruitment and selection process at Zappos. **(4 marks)**
- B. Explain the importance of proper recruitment and selection of employees to an organization. **(4 marks)**
- C. List **FOUR (4)** sources available to Zappos for recruiting prospective employees. **(4 marks)**
- D. If you were the HR Manager at Zappos, outline the steps you would take when selecting new employees for the company. **(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. Explain the following concepts:  
 i. Talent Management  
 ii. Performance Management  
 iii. Human Resource Planning  
 iv. Job Analysis *(12 marks)*
- B. Explain **FOUR (4)** global changes currently affecting Human Resource Management in organisation. *(12 marks)*
- C. Analyse **THREE (3)** major trends impacting the activity of Human Resource Management in organisations. *(6 marks)*

*(Total 30 marks)*

**Question 2**

- A. Define Human Resource Planning. *(2 marks)*
- B. One big question in Human Resource Planning is whether to fill projected vacancies from within or from outside the firm. Identify **ONE (1)** challenge associated with internal recruiting and **ONE (1)** challenge with external recruiting when openings are realized. *(6 marks)*
- C. Identify with explanations; any **TWO (2)** methods of forecasting the personnel needs of an organization. *(10 marks)*
- D. Suggest **TWO (2)** strategies to deal with “labour surplus” and **TWO (2)** strategies to deal with “labour shortage” in an organization. *(12 marks)*

*(Total 30 marks)*

**Question 3**

- A. Distinguish between performance management and performance appraisal. (6 marks)
- B. List **THREE (3)** reasons for carrying out a performance appraisal. (3 marks)
- C. Discuss **THREE (3)** performance appraisal methods. (12 marks)
- D. Outline **THREE (3)** performance appraisal challenges and identify a possible solution to each challenge. (9 marks)

**(Total 30 marks)****Question 4**

- A. Define the term compensation. (2 marks)
- B. Distinguish between intrinsic and extrinsic compensation. (4 marks)
- C. Discuss any **FOUR (4)** factors that impact the development of a compensation plan in an organisation. (16 marks)
- D. Briefly explain any **FOUR (4)** new trends in Compensation Management. (8 marks)

**(Total 30 marks)****END OF EXAMINATION**