

041305T4BUS

BUSINESS MANAGEMENT LEVEL 5

BUS/OS/BM/CR/01/5/A

COORDINATE HUMAN RESOURCE FUNCTIONS

Nov/Dec 2023



**TVET CURRICULUM DEVELOPMENT, ASSESSMENT AND CERTIFICATION
COUNCIL (TVET CDACC)**

WRITTEN ASSESSMENT

Time: 3 Hours

INSTRUCTIONS TO CANDIDATES

1. This paper has **THREE** sections **A, B** and **C**.
2. You are provided with a separate answer booklet.
3. Marks for each question are indicated in the brackets ().
4. Do not write on the question paper.

This paper consists of Six (6) printed pages.

**Candidates should check the question paper to ascertain that
all pages are printed as indicated and that no questions are missing.**

SECTION A (20 MARKS)

Answer ALL the questions in this section.

1. The following are used to make an operational plan except,
 - A. Vision and mission.
 - B. Resource plan.
 - C. Goals and objectives.
 - D. Action plan.
2. Which of the following plays a vital role in team building process?
 - A. Resources.
 - B. Executive.
 - C. Delegation.
 - D. Assignment.
3. Who approves departmental budgets in an organization?
 - A. Production Manager.
 - B. Operations manager.
 - C. Finance Officer.
 - D. Accounting Officer.
4. Employee appraisal is carried out in accordance to _____
 - A. Organization policy
 - B. Organization strategy
 - C. Human resource policy
 - D. Human resource strategy
5. The second stage in group development is known as?
 - A. Adjourning
 - B. Storming
 - C. Forming
 - D. Norming
6. Which of the following does not form an organization culture?
 - A. Leadership.
 - B. Mission and vision
 - C. Marketing strategies
 - D. Values and believes.
7. Which of the following indiscipline cases may attract an employee's summary dismissal?
 - A. Failure to meet deadlines
 - B. Intoxication at work

- C. Absenteeism
 - D. Inappropriate dressing
8. Which one of the following is a factor to consider when allocating resources for a job?
- A. Personal preferences.
 - B. Task scope.
 - C. Organization structure.
 - D. Impulsive factors.
9. Which of the following is a way of motivating employees?
- A. Recognition.
 - B. Complacency.
 - C. Coercion.
 - D. Deployment.
10. The following are change management strategies except,
- A. Transparent and timely communication.
 - B. Active and two-way communication.
 - C. Command and control approach.
 - D. Providing training and support.
11. Which of the following statements is false about monitoring team performance?
- A. Performance plans for the team are set in accordance with operational plans.
 - B. The teams' progress is not planned in accordance with operational policy.
 - C. Monitoring team performance is solely the responsibility of a team leader.
 - D. Monitoring team performance is a not a one-time activity.
12. Professional development among employees is acquired through different approaches such as _____
- A. Disciplinary actions.
 - B. Job rotation
 - C. Administrative procedures
 - D. Onboarding procedures.
13. An organization must have a policy on?
- A. Training manual
 - B. Organizational structure
 - C. Compensation and benefits
 - D. Company values and cultures

14. Which of the following factors doesn't determine for a business goal?
- A. Employees Preference.
 - B. Organization trends and disruptions.
 - C. Mission and vision.
 - D. Regulatory and legal requirements.
15. Which of the following is an organizational change?
- A. Social change
 - B. Economic change
 - C. Structural change
 - D. Formational change
16. What is the primary purpose of an operational budget in a business?
- A. To allocate resources for daily operations
 - B. To plan long term strategy goals
 - C. To evaluate the company's market position
 - D. To track historical financial performance.
17. Which of the following does not apply to areas of employee improvements?
- A. Intrinsic Skills
 - B. Communication skills.
 - C. Time management.
 - D. Interpersonal skills.
18. Employee grievances are addressed in accordance to _____.
- A. Human rights and law.
 - B. Compensation guidelines.
 - C. Human resources establishment.
 - D. Human resources plan.
19. The following are steps involved in operational planning except,
- A. Identify the need for change.
 - B. Define the change objectives.
 - C. Hiring of change committee.
 - D. Develop a change management plan.
20. Budgeting process involves _____.
- A. Training and development.
 - B. Recruitment and hiring.
 - C. Needs identification.
 - D. Project management.

SECTION B: 40 MARKS

Answer ALL the questions in this section.

21. An organization is in the process of shaping its organization culture. State **four** values that they may adopt. (4 Marks)
22. ABC Limited has demonstrated effective team work in its operations. Outline **three** benefits they may have derived from the team work. (3 Marks)
23. Outline **three** strategies an organization employs to optimize resources allocation and ensure efficient utilization. (4 Marks)
24. An organization is in the process of introducing change in its operations. Outline **five** reasons that may contribute to employee's resistance to change. (5 Marks)
25. A supervisor has approached you to give advice on team work. Suggest **three** factors that may foster effective teamwork within an organization. (3 Marks)
26. State **four** factors an organization have in place to address environmental sustainability. (4 Marks)
27. Juhudi limited conducts performance appraisal at the end of every quarter. Outline **three** reasons for carrying out the exercise? (3 Marks)
28. ABC limited employees' turnover has been high over the past two years. Outline **five** causes of labor turnover? (5 Marks)
29. Highlight **four** ways in which an organization ensures fairness and equity in rewarding employees' performance. (4 Marks)
30. The supervisor at ABC Limited is reluctant in delegating duties. Outline **five** reasons for the reluctance. (5 Marks)

SECTION C (40 MARKS)

Answer any TWO questions from this section

The maximum marks for each question is 20.

31. (a) Company X is a well-established organization known for its strong and vibrant organizational culture. Highlight **five** strategies you would use to ensure the maintenance and preservation of the organizational culture during a period of rapid growth and expansion.

(10 Marks)

(b) Explain **five** potential performance appraisal methods you would consider using to assess employees' performance.

(10 Marks)

32. (a) A team leader has been tasked to explain the variances between the planned outcomes against the achieved outcomes. Analyse **five** causes of such variances.

(10 Marks)

(b) A consultant has recommended for a training in your department. Suggest **five** indicators that may have prompted the recommendation.

(10 Marks)

33. (a) An organization has decided to adopt non-monetary rewards to motivate its employees due to its current financial constraints. Suggest **five** such rewards.

(10 Marks)

(b) Outline **five** ways that an organization may use to address identified performance gaps.

(10 Marks)